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EXECUTIVE PROGRAM ALUMNI ASSOCIATION, INC.

A NONPROFIT ORGANIZATION
GRADUATE SCHOOL OF BUSINESS
UCLA
LOS ANGELES CALIFORNIA 90024

ADMINISTRATIVE FILE

California University
X
X

October 29, 1964

Mr. Al Weiss
Director of Research
Teamsters Union
25 Louisiana Avenue, N. W.
Washington, D. C.

Dear Mr. Weiss:

On behalf of the Executive Program Association I want to thank you for your most interesting and informative presentation at our Eighth Annual Fall Management Conference, October 22, 23, 24, 1964.

The participants have told us it was one of the best conferences we have had in the past eight years. We appreciate your contribution and enjoyed having you with us.

Sincerely,

D. Kingston Cable
D. Kingston Cable
Vice President - Programs

DKC:ra

*A fine job. Al.
Trig*

ADMINISTRATIVE FILE

California University
X
X

BJ

BYRON JACKSON

DIVISION OF BORG-WARNER CORPORATION

2301 East Vernon Avenue, Vernon, California • Mailing Address: P. O. Box 2017, Terminal Annex, Los Angeles, California 90054 • LUdlow 7-6171

October 27, 1964

Mr. Al Weiss
Teamsters Union
25 Louisiana Avenue N.W.
Washington, D.C.

Dear Mr. Weiss:

Your presentation and the exchange of ideas at the opening session of our conference Thursday night at Arrowhead was unquestionably the most stimulating of our meetings. While it is doubtful that either of our viewpoints was materially changed by the exchanges during the course of the evening, I am sure that both sides have a clearer understanding of purposes, viewpoints, and problems than could otherwise have been the case. We appreciate your willingness to cross the continent to join in our conference discussions.

Cordially yours,

J. T. Workman
James T. Workman, President
Executive Program Association, Inc.

JTW:vi

BW
BORG-WARNER

ADMINISTRATIVE FILE

California, University

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UCLA EXECUTIVE PROGRAM ASSOCIATION, INC.



eighth annual management conference

UCLA Lake Arrowhead Conference Center October 22, 23 and 24, 1964

Dedicated to Lifelong Learning in Management

biographies



REPRESENTATIVE GERALD R. FORD

In Congress since January 3, 1949, Rep. Gerald R. Ford is currently in his eighth term, and was elected Chairman of the Republican Conference of the House of Representatives on January 6, 1963. In November, 1961 he was appointed by President Johnson to the seven member board to investigate the assassination of President Kennedy. He is also a member of the Committee on Appropriations and of the Republican Policy Committee, and acts as Chairman of the Republican objectors for the Consent Calendar. ♦ Ford is the senior Republican member of the Subcommittee on Appropriations for the Department of Defense and a member of the Subcommittee for Foreign Operations. He has been designated as a member of the American Group for the Interparliamentary Union and attended the 1959 session in Warsaw, the 1961 session in Brussels and the 1963 meeting in Belgrade. In September, 1961 he was selected to receive the Distinguished Congressional Service Award for outstanding work in the Congress. ♦ Rep. Ford, known to his friends as "Jerry" was born in Omaha, Nebraska, but spent his childhood in Grand Rapids, Michigan where he attended school. He was an outstanding high school and college athlete. At the University of Michigan he won three varsity football letters and in 1934 elected Michigan's most valuable player. He graduated from the University of Michigan with a B.A. degree in 1935, having been selected a member of Michigamua, top senior honor society. ♦ In 1935 Ford entered Yale University Law School and also acted as assistant varsity football coach and served as freshman boxing coach. Received his law degree from Yale in 1941 and became a partner in the law firm of Ford and Buchen in Grand Rapids. ♦ In 1942 Ford entered the U.S. Navy where he served 47 months of active duty in W.W. II. Returned in 1946 to his law practice and in 1949 was selected by the United States Junior Chamber of Commerce as one of "America's Ten Outstanding Young Men."



HAROLD J. GIBBONS

From Executive Assistant to the General President of the International Brotherhood of Teamsters, Harold J. Gibbons was elected Vice President of the Union in October, 1957. ♦ Gibbons, a student of economics, history and the labor movement, entered the union field through the American Federation of Teachers. An excellent speaker, he has lectured at a number of universities, including Chicago, Wisconsin, St. Louis, and California. In 1957 he conducted a graduate seminar on collective bargaining in the warehouse industry at Harvard University. In 1954 he was a participant in the Aspen Institute, and in 1962 was invited to speak at the Brookings Institution. ♦ In 1950 Gibbons represented the U.S. Economic Cooperation Administration in France to study the effects of the Marshall Plan on French trade unions. He was a member of a U.S. Labor delegation to Israel in 1954. ♦ Various union affiliations include Chicago taxi drivers; textile workers; retail, wholesale and department store employees; etc. The St. Louis Labor Health Institute which Gibbons inspired in 1945 as a completely free medical center for his local Teamster union members and their families became nationally famous. Gibbons still serves as president of the Institute. ♦ It was Gibbons who pioneered the guaranteed annual wage; non-discrimination clauses and organized many hundreds of workers to high job classification previously out of bounds to them because of race. ♦ Recent projects blossoming under Gibbons' leadership include a Health and Recreation Camp located on the outskirts of St. Louis with cabins and other facilities for those recuperating from illness; and a multi-million dollar apartment house in St. Louis for retired members, the complex to be operated on a non-profit basis.

program agenda

THURSDAY, OCTOBER 22, 1964

- 3:00- 5:00 p.m. **REGISTRATION**
- 5:00- 6:00 p.m. **RECEPTION — CLASS REUNIONS**
- 6:15- 7:15 p.m. **DINNER**
- 7:30 p.m. **WELCOME:** JAMES T. WORKMAN, President, Executive Program Association (Director of Purchases) Byron Jackson Division
- INTRODUCTION:** D. KINGSTON CABLE, Chairman of the Day Vice President, Programs (President of Angeles Metal Trim Co.)
- "Unions Today"** — HAROLD J. GIBBONS, Vice President International Brotherhood of Teamsters, Washington, D.C.

FRIDAY, OCTOBER 23, 1964

- 8:00 a.m. **BREAKFAST**
- 9:00-10:15 a.m. **INTRODUCTION:** DOUGLAS A. CLARKE, Chairman of the Day Sr. Vice President, Glendale Federal Savings
- "Assessment Problems in Los Angeles"**
HONORABLE PHILIP E. WATSON, County Assessor Los Angeles
- "Defense & the Appropriation Committee"**
HONORABLE GERALD R. FORD, Republican Representative, Fifth District, Michigan
- 12:15- 1:15 p.m. **LUNCH**
- INTRODUCTION:** DAVE FIFE, Chairman of the Day Vice President & Manager, Bank of America
- 1:30- 2:30 p.m. **"The European Business Scene"**
DR. GEORGE A. STEINER
Professor Business Administration
University of California Los Angeles
- 2:45- 4:30 p.m. **"A New Look at Marketing"**
DR. FRED WESTON
University of California
- 4:30- 5:00 p.m. **RECREATION**
- 5:00- 6:00 p.m. **SOCIAL HOUR**
- 6:00- 7:30 p.m. **DINNER**
- 7:30 p.m. **"The Telecommunication Revolution"**
SYLVESTER L. "PAT" WEAVER, JR.
President, Subscription Television
Santa Monica, California

SATURDAY, OCTOBER 24, 1964

- 8:00 a.m. **BREAKFAST**
- INTRODUCTION:** PAUL J. PAPANEK, Chairman of the Day Corporate Sales Manager, The Marquardt Corp., Van Nuys
- 9:00-10:30 a.m. **"Planning for an International Corp."**
ERIC LIDOW, President
International Rectifier Corp., El Segundo
- 10:45-12:00 noon **"Crime in the Changing Community"**
DR. JOSEPH D. LOHMAN, Dean, School of Criminology
University of California, Berkeley, California
- 12:30- 2:00 p.m. **LUNCH**
- CLOSING STATEMENT:** D. KINGSTON CABLE



ERIC LIDOW

Mr. Eric Lidow was born in Vilnius, Lithuania. In 1937 he graduated as an Electrical Engineer (equivalent to Masters Degree) from the Berlin Institute of Technology. After graduation he came to the United States and for two years occupied himself with various odd jobs, including, despite his frail frame, a stint at unloading trucks. In 1939 with two partners and a total stake of \$2,000 among them, Mr. Lidow captained the Silenium Corporation of America into being. The firm was sold to Sperry six years later for approximately \$150,000. In 1946 Mr. Lidow's father and ex-banker joined his son here with another partner to create International Rectifier Corp. in El Segundo. The company's production range in price from 18 cents for a matchhead-sized diode to \$40,000 for its heavy duty high voltage rectifiers used in radar installations. As its name would imply the company is globally minded. It maintains major ownership interests in factories in some half dozen foreign countries. Since establishing its first overseas interest in Japan in 1957 the company has added others in Great Britain, France, Denmark, The Netherlands, and Italy. Mr. Lidow states that "80% of our net five years from now will be coming from abroad." Semiconductor business of manufacturing is often assumed to be a part of the electronics industry, but, according to Eric Lidow, this is not so. Semiconductors properly belong in the field of solid state physics a rather transcendent art which enters into virtually every phase of modern living and, unfortunately warlike. One of semiconductors principal use is to produce electricity from other energy sources, such as thermal converters, radiant energy converters like sun batteries and nuclear energy converters.



DEAN JOSEPH D. LOHMAN

Dean Lohman received his primary and secondary education in Denver, Colorado and received his Masters at the University of Wisconsin. He is an outstanding authority in the fields of education, sociology, criminology, public administration and labor management. Among his many published writings are "The Police and Minority Groups" prepared for the Chicago Park District Police, "Principles of Police Work with Minority Groups" for the Kentucky Police Department, "Juvenile Delinquency" written as Sheriff of Cook County. For meritorious service as a civilian professional adviser he was awarded the Medal of Freedom by the Department of the Army. In Chicago under the auspices of WTTW he televised a "Searchlights on Delinquency" program series which ran five for 48 weeks. Recently he conducted a television series called "Shadows of the City" which was telecast over WNBC in Chicago. He also completed a series of 26 television programs, entitled "Community of the Condemned" dealing with the jails and penitentiaries of the United States. In 1958 he was awarded the National Broadcasting System's National Service Award for his services to the U.S. Government. Dean Lohman became Consultant to the United Nations Command Repatriation Group, Munson-Ki, Korea in this capacity he made three trips to Korea and Japan in 1953. Dean Lohman served as Sheriff of Cook County from December, 1954 to December, 1958. He was elected Treasurer of the State of Illinois on November 4, 1958 and served until his resignation in 1961 to accept the appointment as Dean and Professor of the School of Criminology at the University of California at Berkeley.



GEORGE A. STEINER

Ph.D., Litt.D., Professor of Business Administration and Director, Division of Research, Business and Professional experience: Senior Economic Advisor, Lockheed Aircraft Corporation; Director of Policy Development, Office of Defense Mobilization, Executive Office of the President of the United States; and also Defense Production Administration; Director, Reports and Analysis, Controller Division, War Production Board; Director, Industrial Statistics Division, Civilian Production Administration; presently member of Program Advisory Committee to the Director of the Office of Emergency Planning, Executive Office of the President; sometime consultant to many government agencies and private businesses on national defense forecasts and security policy, economic policy and long range planning. Educated at the University of Illinois, University of Pennsylvania, and Temple University. Past managing editor of the California Management Review, author of many articles in the fields of management, government and business, national security affairs, and economic policy, and many books on the subjects, including, Managerial Long-range Planning, McGraw-Hill Book Co., 1953; National Defense and Southern California, 1961-1970, Southern California Associates of the Committee for Economic Development, 1961; and Government's Role in Economic Life, McGraw-Hill Book Co., 1953.



PHILIP E. WATSON

First date of office: December 3, 1962.

EDUCATION: B.S. — UCLA in Accounting and Economics, 1948.

PROFESSIONAL BACKGROUND:

Nov. 1962 — Elected Los Angeles County Assessor.

1958-1959 — Private Tax Consultant.

1949-1959 — Los Angeles County Assessor's Office, eight years.

1955-1956 — Lockheed Aircraft Corporation, California Division, tax department.

1946-1949 — Real Estate Sales and Tax Consultant in Los Angeles.

MILITARY SERVICE:

World War II — — — — — Pilot, Army Air Force.

ORGANIZATIONS:

American Legion, Post 45

Veterans of Foreign Wars

Al Malakali Shrine

Master, Masonic Lodge 487, Culver City

Knights Templar of California, Los Angeles Commandery No. 9

Elks Club, Culver City

St. Mary's Episcopal Church, Palms



SYLVESTER L. "PAT" WEAVER, JR.

Sylvester L. "Pat" Weaver, President of Subscription Television, Inc., has long been considered the "energetic genius" of the entertainment industry. "Communicator" is a name he prefers to any other in describing his varied associations with radio and television over the past 32 years. Weaver is undoubtedly in a class by himself as "communicator par excellence." Born in Los Angeles, Pat Weaver demonstrated at an early age the scholarship and love of knowledge which have since marked his life. He was a Phi Beta Kappa in his Junior year at Dartmouth College and graduated magna cum laude in 1930. His first exposure to the entertainment industry was as a comedy writer, producer and director for CBS radio station KHJ in Los Angeles in 1932. In 1935 he was selected to produce the Fred Allen show, "Town Hall Tonight" and did his job well; being promoted after his first season to Manager of the Radio Department of Young & Rubicam until 1938 when he joined the American Tobacco Co. In 1940 he became Vice President in charge of television for NBC. In 1952 as NBC moved forward he was also put in charge of radio; and shortly thereafter was elected President of the company and one year later became Chairman of the Board. He operated as a consultant to Henry J. Kaiser and his many Kaiser Enterprises as well as ran the television campaign for governor of New York for Nelson Rockefeller. Subscription Television today is perhaps the greatest challenge Weaver has yet faced. He welcomes it as he has many others in his 32 years in the entertainment industry and sees a greater future in it than any other medium with which he has been associated. In summing up Pat Weaver, you might say that "more than anyone, he mirrors the age of the creative executive in American industry."



J. FRED WESTON

J. Fred Weston, Ph.D., Professor of Business Economics and Finance, Graduate School of Business Administration, UCLA. Business and Professional Experience: Economic Consultant to President, American Bankers Association; consultant to business firms on economic, financial and tax problems; Associate Editor, Journal of Finance; President, Western Economic Association; Director, American Economic Association. Educated at the University of Chicago. Author of: Theories of Financial Policy, The Stock Market in Perspective, Incidence and Effects of the Corporate Income Tax, Factors Influencing Choice of Forms of Financing, Programming of Investment Portfolios, The Role of Mergers in Growth of Large Firms, Managerial Finance, and Profit Standards.

executive program association, inc.
1964-1965

OFFICERS

James T. Workman... President
Eugene B. Walsh... Vice President-Membership
D. Kingston Cable... Vice President-Program
Harold A. Haytin... Assistant Program Vice President
R. James Cayton... Vice President-Attendance
Philip B. Keller... Secretary
David Fife... Treasurer
Harold Keentz... Faculty Representative
J. Fred Weston... Alternate Faculty Representative
Belle M. Shawhart... Administrative Assistant
F. Howard Michel... Ex-Officio-Past President
Valney F. Morin... Legal Advisor

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A. N. Curtiss
Robert S. Bell
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Valney F. Morin
Kenneth R. Johnson
Paul J. Quayrel
F. Howard Michel

PLANNING COMMITTEE FOR CONFERENCE

D. Kingston Cable Chairman
Cliff Roberts
Joseph D. Carrabino
Peter Horton
Don Bowman
Francis Fillerup
Belle M. Shawhart
Gilbert F. Roswell
Joseph B. Goldberg

All referees counted in my paper

FALL ARROWHEAD CONFERENCE
October 22, 23, 24
1964

Registrations as of October 19, 1964

GROUP 1

Howard Michel
President
Michel Brothers
2435 Main Street
Santa Monica, California

GROUP 2

Douglas A. Clarke
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Glendale Federal Savings &
Loan Association
401 North Brand Boulevard
Glendale, California 91409

Charles L. Jones
Senior Partner
Charles L. Jones & Company
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Santa Monica, California 90401

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Coldwell, Banker & Company
900 Wilshire Boulevard
Los Angeles, California 90017

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Gen. Supt. of Pipe Line, So. Div.
Standard Oil Co. of Calif.
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La Mirada, California 90638

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Marketing Manager
Hallex, Incorporated
139 Maryland Street
El Segundo, California 90246

GROUP 4

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1341 Cahuenga Boulevard
Hollywood, California 90028

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Four Star Television
4030 Radford Avenue
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President - Chairman of Board
American Electronics Inc.
1600 E. Valencia Road
Fullerton, California

GROUP 6

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2835 Gilroy Street
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Hughes Aircraft Company
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GROUP 7

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Weber Showcase & Fixture Co.
5700 Avalon Boulevard
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GROUP 8

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Vice Pres. - Marketing
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Assistant to General Manager
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11600 Sherman Way
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GROUP 10

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1099 Westwood Boulevard
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Darrell B. Peters
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E. F. Hutton & Company, Inc.
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Los Angeles 14, California

Maurice A. Sulkin
Mgr. Tech. Resources
Development Planning
North American Aviation, Inc.
International Airport
Los Angeles, California 90009

SUPPLEMENT

Ernest L. Black - Group 2
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24600 South Main Street
Wilmington, California

Eugene A. Holmes, III - Group 9
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Richard S. Anderson - Group 13
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GENISCO Technology Corp.
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Alvin P. Cluster - Group 13
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Whittaker Corporation
Controls & Guidance Div.
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Chatsworth, California 91311

Supplement continued

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Los Angeles 49, California

Clifford W. Roberts - Group 8
Vice President & Manager
United California Bank
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San Gabriel, California

Edward H. Erath - Group 19
Douglas Aircraft
3000 Ocean Park Boulevard
Santa Monica, California

Paul A. Dennis - Group 8
Consultant
2810 Tennyson Place
Hermosa Beach, California

SPEAKERS

Al Wiess - Thurs. night
Philip Watson - Friday morning
Gerald Ford - " "
George Steiner - Fri. afternoon
Fred Weston - " "
Pat Weaver - Fri. night
Eric Lidow - Sat. morning
Dean Lohman - " "

GUESTS

Joseph Carrabino - UCLA
Dr. Vittorio Sanguineti
Italian Trade Commissioner
Francis Fillerup - UCLA
Don Bowman - UCLA
Belle Shawhart - UCLA
Mrs. Pat Weaver

California University



EXECUTIVE EDUCATION

THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION

and UNIVERSITY EXTENSION

UCLA





... bringing executives and education into focus

THE EXECUTIVE PROGRAM

The opportunity of participating in a top management educational program of high quality, adapted to the needs of business enterprises in southern California, is being offered through the GRADUATE SCHOOL of BUSINESS ADMINISTRATION at UCLA. Since its inception, the program gained the support of progressive business enterprises and, through the talents of our faculty, staff, and sponsoring business firms, promises an unusual educational experience to qualified executives.

THE EXECUTIVE PROGRAM

with quarters in

The NEW UCLA BUSINESS ADMINISTRATION
CENTER, Room 2381

University of California, Los Angeles 21,

Telephone: BRadshaw 2-6161 or GRanite 3-0971

(272-8911 or 478-9711 after September, 1962)

Extensions ~~3976, 0077, 0078, 0079~~

3976

A group of wives visit the Executive Program and participate with their husbands in Bob Tannenbaum's "Effective Listening" Session

The most exciting challenge . . .

facing southern California business executives in this decade is to demonstrate a level of managerial skill which will maintain the superiority of the competitive private-enterprise economic system. To do this, practicing executives must develop managerial abilities to higher levels and reinforce them with new concepts and techniques. Since 1954, southern California business leaders and the UCLA Graduate School of Business Administration have been cooperating in a program of "lifelong learning for management."

The success of this program since its inception can be traced to the emphasis placed on assisting participating executives to understand the nature of their responsibilities and functions. In this brochure we tell the story of how executives, engineers, and scientists cooperated with the UCLA Executive Program in starting, developing, and continuing a comprehensive program of executive development. We hope this will enable all southern California enterprises to evaluate the Program in the light of their own executive development needs.

Today, participation in the Program is as diverse as the southern California industrial community which supports it. This is possible because the Program has developed the means of making the fundamental principles of management more meaningful to a broad audience. Also, the faculty has consistently introduced the newest managerial concepts and techniques, including operations analysis, international business operations, linear programming, electronic data processing as a managerial tool, management games, and other new concepts, as it became apparent that they should be included along with the basic subjects of managerial development.

The Executive Program is an integral part of the educational activities and services of the new Business Administration Center. The Center introduces new dimensions in executive education through its research laboratories, library, and teaching facilities of the most modern kinds. The growth of this Center is described later, as are other programs in which the Graduate School of Business Administration, the University, and the business community combine to perform a unique service for the economy of southern California.

We invite you to read this booklet which tells the story of UCLA executive education. If you feel that this program of "lifelong learning for management" might be incorporated into your plans for executive development, we invite your inquiry, visit, or written application.



NEIL H. JACOBY
Dean, Graduate School
of Business Administration



Dean Jacoby of the Graduate School of Business



Fred Case visits with some of the Corporation Presidents attending the "Chief Executives Seminar"

CORPORATE FOUNDERS OF THE EXECUTIVE PROGRAM

Initially, the UCLA Executive Program was created at the invitation and with the assistance of nine sponsoring companies: Bank of America, N. T. & S. A., Beckman Instruments, Inc., Bendix Aviation Corporation, Pacific Division, United California Bank, Cannon Electric Company, Fluor Corporation, Ltd., Gladding, McBean & Company, Standard Oil Company of California, The Times-Mirror Company. These companies provided developmental resources and have assisted the Graduate School of Business Administration in improving and expanding the Program into a leadership role in executive development in the southern California business community.

The companies were interested primarily in developing a broader approach to executive development than is possible in a company-conducted program: an approach which would go beyond specialized areas and specific departmental functions. The faculty of the Graduate School of Business Administration met this challenge and today works closely with the founding corporations and many other corporations to maintain the early ideals which prompted the creation of this Program.

Progressive universities across the United States in their Business Administration programs have set aside time-worn doctrines of the past and are devoting their resources to the development of competent, flexible, and creative professional managers prepared to deal with the challenging problems of today and tomorrow.

Improvement of the quality of management in our economy through professional managerial education is the dominant objective of the UCLA Graduate School of Business Administration. Within THIS MAJOR OVER-ALL objective a series of subsidiary objectives have been developed.

General Objectives of the Graduate School of Business Administration

The UCLA Graduate School of Business Administration views management as a profession characterized by the following goals:

- systematic, planned, and inter-related study of business theory and practice
- a desire for self-development which becomes as important as money or status rewards
- a balance of practical and theoretical knowledge attained through a process of "lifelong learning"
- development and maintenance of standards of professional and ethical managerial performance appropriate to the needs of the modern world
- support of an association of executives who, having completed their formal executive education, continue to advance and disseminate knowledge of business management.

Specific Objectives of the UCLA Executive Program

The UCLA Executive Program supports these goals by an educational program which:

- develops a greater understanding of the principles and environment of the managerial job
- promotes free interchange between executives of information regarding concepts and experiences
- broadens each executive's view of the managerial process and the inter-relationship of managerial problems
- provides knowledge and understanding of the economic, social, political, technical, and cultural forces which influence an enterprise and its management
- enhances an executive's ability to acquire and apply existing and new knowledge to the problems of the business enterprise.

The educational process of the Executive Program begins with an analysis of the most recently developed and proven information. This is used to analyze managerial problems and to develop accurately-phrased questions which provide clues to the best solutions. This educational process of questioning and defining is the foundation for the research activities and curricula in both the Executive Program and the UCLA Graduate School of Business Administration.



Executive Program Accomplishments

In a study conducted at the Harvard Business School, the graduates from the leading executive programs throughout the nation were asked to evaluate their executive education experiences. A summary of the findings provides some measure of the accomplishments of the UCLA Executive Program as compared to those of other leading programs.

Compared to executives in the other programs, UCLA executives:

- (a) were younger by an average of 5 years (35-45 age group dominates)
- (b) had somewhat higher levels of education
- (c) occupied higher echelons in management hierarchies
- (d) were more often responsible for originating efforts to enter the program.

In commenting on the UCLA Program, executives emphasized their personal development and the sharpening of their analytical abilities as a result of their educational experience. Eighty-six percent of the participants were enthusiastic about the program over-all, and a very large percentage rated their instructors as good or excellent. Many favorable comments were made on the values received from the small study groups, and over one-half indicated they would like additional similar educational opportunities.

A high percentage had either moved upward or laterally in their company since their graduation from the UCLA Program, and of these most attributed their advancement to attendance at the Executive Program.

A unique feature of the UCLA Program is the once-a-week format in which executives find distinct advantages. These advantages derive primarily from the fact that this format stretches out course content logically and allows thorough assimilation of the materials. This schedule permits senior executives to attend who could not be spared for a continuous period of six to eight weeks, as is required by most programs. Furthermore, it involves less monetary cost to the executive and his firm.



Since the beginning of the program in 1954, Harold Koontz has conducted the "Principles of Management" Sessions

Thereafter, the program developed rapidly as indicated by the following brief chronology:

- 1949 Bureau of Business and Economic Research established as a counterpart to a similar Bureau at the University of California, Berkeley. A joint undertaking of the UCLA Business Administration and Economic Department faculties for the purpose of encouraging research relating to various business and economic problems.
- 1950 School of Business Administration established with a two-year upper division curriculum, replacing the four-year College.
- 1953 Inauguration of the Ph.D. program.
- 1954 Establishment of the Executive Program, Group I, started in September.
- 1955 Graduate School of Business Administration established.
- 1955 Executive Program, Group II, started in January.
- 1956 The Division of Research in the Graduate School of Business Administration was established, with a Ford Foundation grant for support of problem-oriented research in business.
- 1956 Executive Program Alumni Association was organized by graduates of the program.

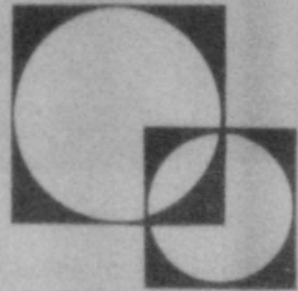
Business Administration and Economics Building. The First "Home" of the School of Business Administration



- 1956 Western Data Processing Center established, with the cooperation of IBM, as a division of the Graduate School of Business Administration to promote the study of the application of computers to business problems.
- 1958 *California Management Review* published, in collaboration with the faculty of the Graduate School of Business at Berkeley, as the first western university professional journal devoted to management theory and practice, articles of interest to both educators and executives.
- 1958 Business Administration Library established, as a separate branch of the UCLA Library.
- 1958 In cooperation with interested local business executives, the UCLA Business Research Associates was formed to support additional research in the field of management.
- 1959 Western Management Science Institute established through a \$1,200,000 gift from the Ford Foundation to advance the use of mathematical and statistical methods in solving business problems.
- 1961 A new Business Administration Center opened, incorporating a library, the WDPC and a six-story structure designed to accommodate the growing needs for research and study in business administration.

Graduate School of Business Administration



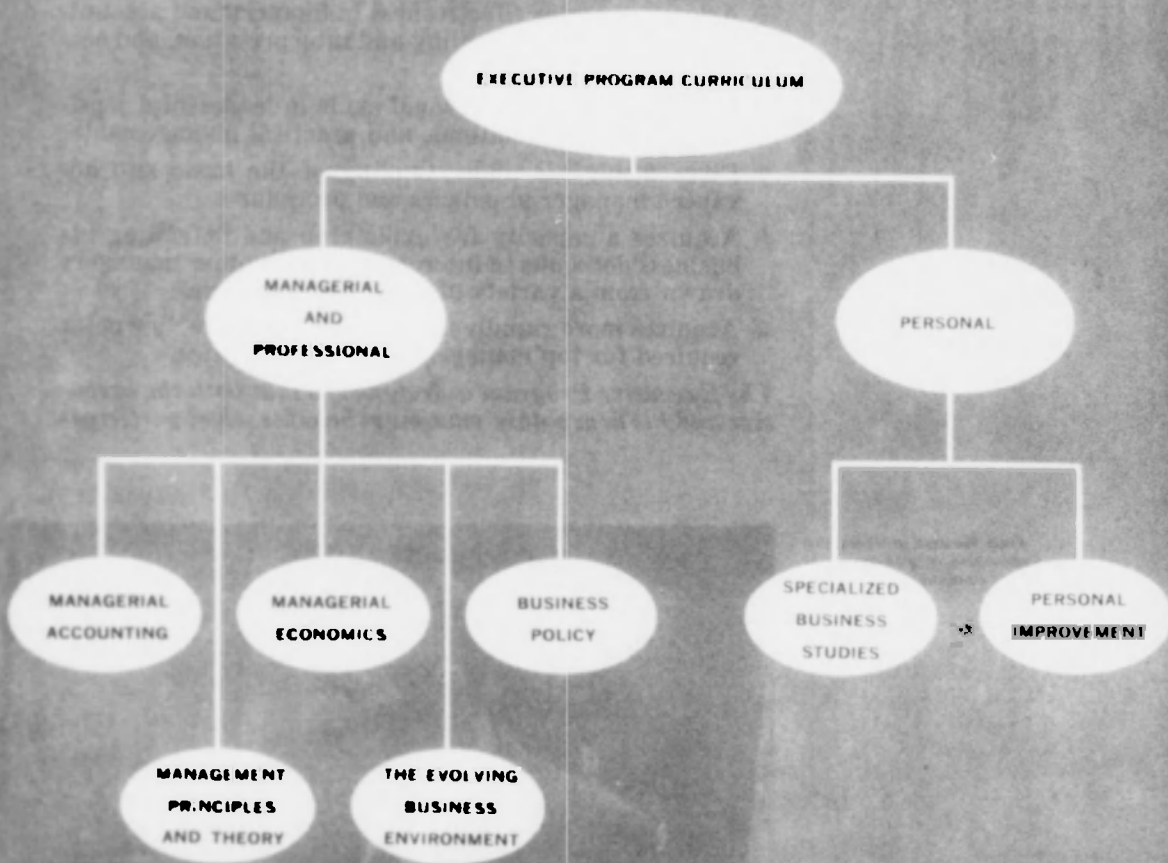


UCLA Executive Program Format

From the start it was recognized that the Executive Program would have to be specifically designed to fit the needs of the "leaders" of business life in southern California. Because of the pressures of growth and change, large companies cannot permit key executives to be absent for any extended period of time. Small and medium-size companies, having fewer executives, find that they are even less able to lose the services of their key executives for even relatively brief periods of time. For these reasons the Executive Program sessions are scheduled to meet one day a week beginning in the early afternoon and continuing into the evening. The two semesters of approximately sixteen weeks each constitute a well-rounded and complete program for improving and developing top-level executive talent. Since the executive continues his regular duties throughout his year of attendance at the Executive Program, he not only has numerous opportunities to apply and to test newly acquired knowledge and skills but also to receive counseling on how to improve his executive performance.

The Executive Program is designed especially for the top executive who needs intensive work in subjects related to daily and long-range business problems. The Program meets these needs by, in effect, providing him with modern education materials and teaching methods keyed to his time availability and business experience. His success in completing the Program is recognized with the award of a certificate.

The Program is divided into five broad areas of study which are outlined in the chart.



The basic teaching methods are a combination of lectures on management theory, functions and practice, and group discussions which explore in depth the various facets of managerial problems with specific reference to southern California enterprises.

The five basic study areas are supplemented with personal improvement programs in improving reading skills, writing abilities, knowledge about computers and computer installations, and other specific areas of current interest.

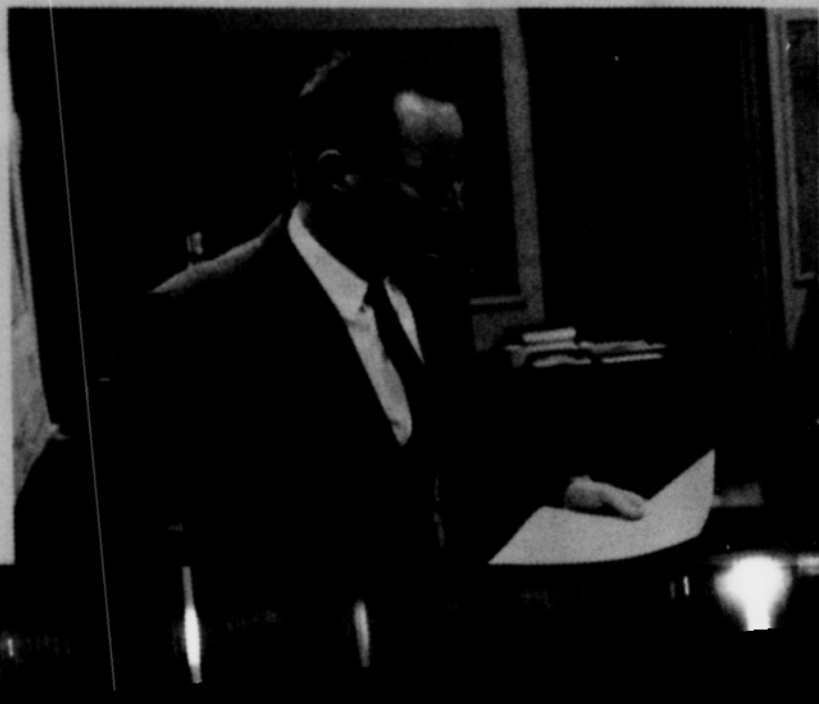
BENEFITS OF THE PROGRAM:

Executives who have completed the UCLA Executive Program have found they benefit personally from such a program and their firm also obtains significant advantages. The individual finds that he:

- Achieves greater effectiveness in financial and accounting analysis, data handling and interpretation, and economic understanding.
- Develops increased personal skills in leadership, sensitivity in human relations, and practical management.
- Fixes firmly his understanding of the basic and advanced managerial policies and procedures.
- Acquires a capacity for explaining and defending his business decisions in interchanges with other managers drawn from a variety of firms and industries.
- Acquires more rapidly the broader executive viewpoint required for top management responsibilities.

The Executive Program is designed so that both the executive and his firm obtain maximum benefits when participa-

Fred Weston involves the Executives in a Managerial Economics "Forecasting Session"

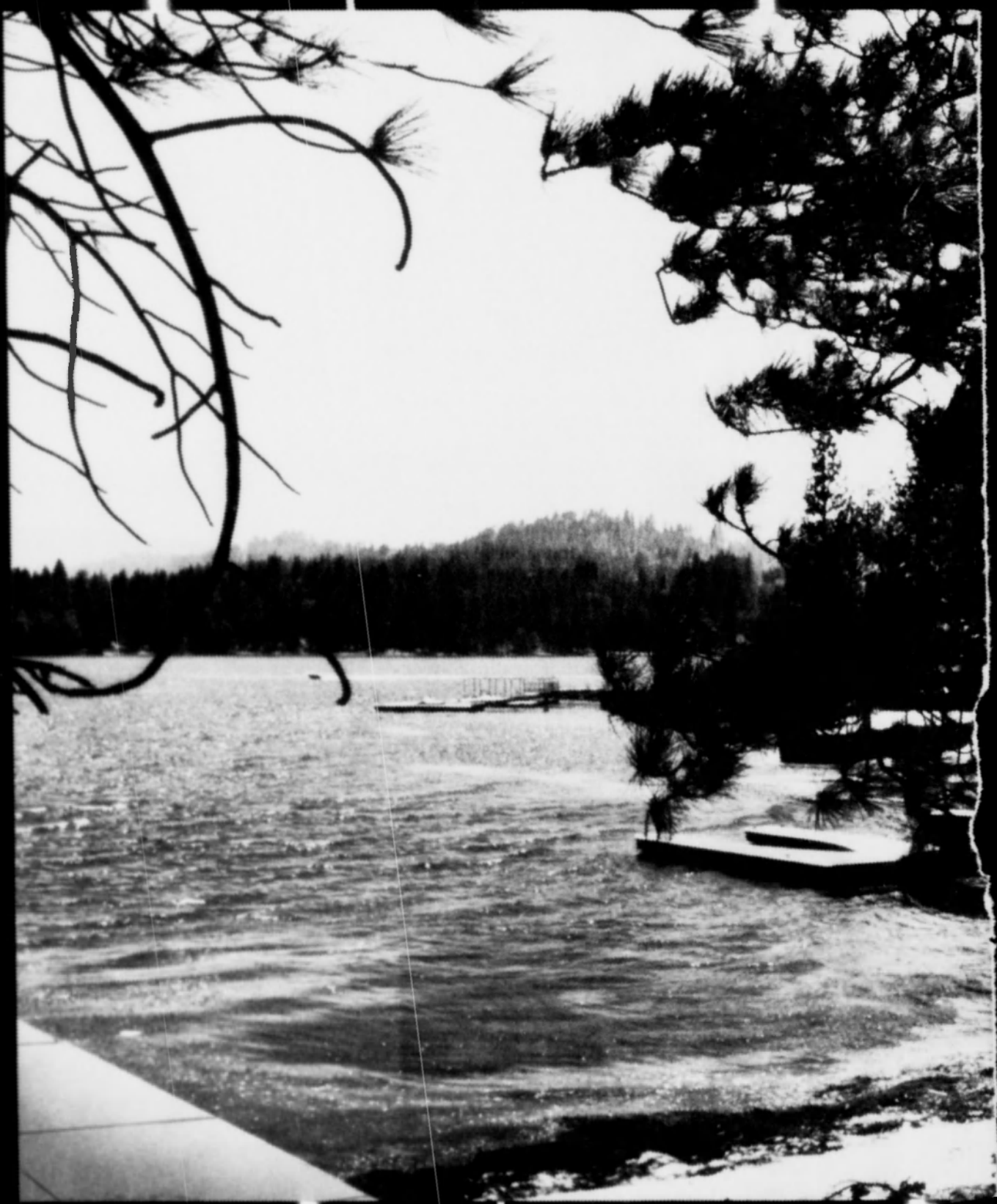


tion is planned to fit in with the long-range executive development programs of the firm itself. In fact, most firms properly use the program as an integral part of their own program for training and developing top-level management talent. They do so by providing not just a program but a "state of mind" that presupposes acceptance of the principle that development of executives is a fundamental responsibility of top management. Regardless of whether or not the individual is to be promoted immediately to greater responsibilities, far-sighted chief executives see to it that graduates of the Executive Program are given new responsibilities and opportunities which permit them to utilize their new knowledge and broader outlook. When the Program is used properly it can produce these benefits for the firm:

- Integration of on-the-job experience with the fundamentals of managerial theory and practice leading to immediate improvement in performance.
- The promotion of informational exchange between a firm's own executives and those of other firms in the same industry often leading to effective solutions of apparently insoluble managerial problems.
- The opportunity to have the latest managerial concepts and experiences applied to the firm's problems.
- Acceleration of firm's development of executive talent.
- Building a reserve of executive talent which grows in knowledge and capability as the company grows, thus helping solve the shortage problem of qualified executives.

Achievement and Understanding





HOW THE PROGRAM OPERATES

The program covers two semesters or one academic year with two groups meeting concurrently. One new group starts in September and another new group starts in February.

The two-semester program begins each semester with a live-in session at the Residential Conference Center, Lake Arrowhead, and is followed by weekly sessions on the UCLA campus meeting one day a week from 2:30-9:30 p.m. (including dinner).

Special meetings, scheduled when worthwhile speakers are available, comprise another valuable feature of the Program.

INTRODUCTORY SESSION

Introduction to other participants and the Program Staff takes place at the beginning of each semester during a three-day "live-in" portion of the Program at the Lake Arrowhead Residential Conference Center. The mile-high resort offers a relaxed-for-learning atmosphere far removed from everyday distractions and business problems. These sessions establish a pattern of informal seminars, interchange of ideas among participants, and relaxed learning. Commensurate with the executive status of the participants, there is no trace of formal class discipline or teacher-student relationships.

An exciting and stimulating learning experience has begun. Course studies become a proving laboratory of ideas due to full participation of executives, expert discussion guidance by the staff, and review of newest management techniques.

Introductory sessions are held at the University's Residential Conference Center on the north shore of beautiful Lake Arrowhead.

FIRST SEMESTER

During the first semester, two basic areas of executive activity are studied: **Managerial Accounting**, and **Principles of Management**.

MANAGERIAL ACCOUNTING

Managerial Accounting stresses accounting as a flexible means of obtaining the fast, accurate reports needed for complete control of business and profits. Current principles and practices of financial accounting add depth, including interpretation of accounting statements and reports. Discussions of related subjects are closely coordinated with the courses in **Principles of Management**.

The use of quantitative information for managerial planning and control is discussed through lectures and problem working sessions which revolve around such topics as:

- budget preparation and analysis
- accounting for liabilities and capital
- profit-volume analysis
- financial statement analysis
- the nature of business accounting
- concepts in measurement
- problems in accounting for current receivables and inventories
- problems of accounting for long-lived assets



A. B. CARSON

Ph.D., C.P.A., Vice-Chairman of the Accounting Area, and Professor of Accounting. Business and Professional experience: Senior Auditor, Kaiser Company Inc.; Accountant with the public accounting firm, Beesley, Wood, and Co. Educated at Colorado College, Northwestern University, and University of Nebraska. Co-author of *College Accounting*. Member of Educator-Consultant Committee to the Comptroller General of the United States. Past President of the American Accounting Association.

PRINCIPLES OF MANAGEMENT

Principles of Management includes a review of recent significant developments and current research in management problems. Participants appraise creatively the basic functions and new

practices in organizing, planning, directing, staffing, and controlling... reassess types of organization, line and staff relationships, authority, responsibility, span of management, centralization and decentralization, principles and techniques of managerial planning and control.

The basic task of management is that of getting things done through people. Therefore, these seminars discuss factors contributing to improved leadership. Executive-to-executive relations, management-supervisor relations, management-labor relations—all are reviewed in seminars on leadership and the process of influencing and motivating people.

The development of this subject requires the exploration of such topics as:

- the management process
- authority and its delegation
- basic departmentation
- managerial appraisal and development
- the managerial job and motivation
- nature and purpose of planning
- policy formulation
- decision making and operations research
- completion and coordination of plans
- over-all control of performance and management
- leadership



HAROLD KOONTZ

Ph.D., Professor of Business Policy and Transportation. (Acting Head, Executive Programs and Conferences, 1959-60.) Business and Professional experience: Formerly, Analyst for Trustees, New Haven Railroad; Chief,

Traffic Branch, War Production Board; Assistant to Vice-President, Association of American Railroads; Director of Planning and Assistant to President, Trans-World Airlines; Director of Commercial Sales, Consolidated Vultee Aircraft; Member, Policy Committee, and Chairman, Management Development Committee, Hughes Aircraft Company; sometime consultant to Hughes Tool Co., Santa Fe Railway, Purex Corporation, and other companies. Currently Member, Los Angeles Airport Commission, Director of Geniac, Inc., Geniatron, Inc.; Farr Co., Dust Control, Inc.; Roberts Co., and other Companies. Educated at Oberlin College, Northwestern University, and Yale University. Author or co-author of *Government Control of Business, Mea, Groups, and the Community*; *Principles of Management*; *Public Control of Private Enterprise*, and *Readings in Management*. Many articles in professional journals.

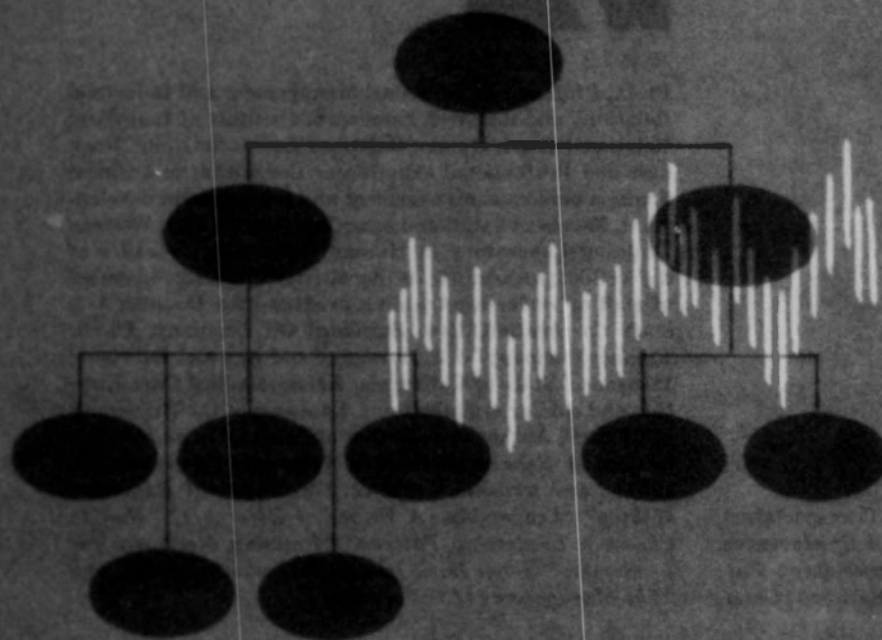


ROBERT TANNENBAUM

Ph.D., Professor of Personnel Management and Industrial Relations, and Research Economist, Institute of Industrial Relations; Head, Human Relations Research Group. Business and Professional experience: Consultant to business firms on personnel management and management development. Member of staff and sometime Coordinator, Western Training Laboratory in Human Relations; Co-leader of the well-known seminar in "Sensitivity Training;" member of staff of leadership training programs for Douglas Aircraft Corporation, Esso Standard Oil Company, Pacific Finance Company, U.S. Bureau of Old Age and Survivors Insurance, State of California, Kaiser Medical Care Entities, and similar organizations. Educated at the University of Chicago. Author or co-author of *Leadership and Organization: A Behavioral Science Approach* (McGraw-Hill, 1961); and articles such as: "Managerial Decision-Making," "Leadership—A Frame of Reference," "How to Choose a Leadership Pattern," "Training Managers for Leadership," "Some Basic Issues in Human Relations," and "The Management of Differences."

SECOND SEMESTER

Having covered the principles of management relating to internal operations, the program turns toward broader perspectives and offers the executive an opportunity to re-examine and verify his own practices by comparison with the performance of other executives. *Competitive position, new production, new financing, planning for growth, economic conditions—all these comprise the long term and future objectives to which the average executive gives little time because of the urgency of solving today's problems.* On this basis the program builds a broader, integrated perspective in line with the increasing demands for executives to take part in financial, political, and cultural leadership in the community and the nation. Again, meeting one evening a week, courses are subdivided into three classes, Managerial Economics, Business Policy and The Evolving Business Environment.



MANAGERIAL ECONOMICS

Managerial Economics introduces the use of financial controls as over-all controls. Topic discussions include forecasting financial requirements, analyzing profits and wages, translating general business fluctuations into usable factors for forecasting demand for products and formulating marketing policies, and using general economic analysis in making corporate decisions. Appropriately timed discussions are also included on market research, personal investment planning, business statistics, quantitative methods, and other related subjects.

Managerial Economics is an exciting new area of study which embraces many inter-disciplinary concepts and incorporates older subjects in a new setting with the result that the range of topics discussed includes:

- financial forecasting
- forms and sources of financing
- the financial environment
- market structures
- product planning, diversification, and acquisitions
- pricing
- marketing policies
- capital budgeting
- wages, productivity, and labor policies



J. FRED WESTON

Ph.D., Professor of Business Economics and Finance. Business and Professional experience: Economic Consultant to President, American Bankers Association; consultant to business firms on economic, financial, and tax problems; Associate Editor, the *Journal of Finance*; President, Western Economic Association; Director, American Finance Association. Educated at the University of Chicago. Author of *Theories of Financial Policy*, *The Stock Market in Perspective*, *Incidence and Effects of the Corporate Income Tax*, *Factors Influencing Choice of Forms of Financing*, *Programming of Investment Portfolios*, *The Role of Mergers in Growth of Large Firms*, *Managerial Finance and Profit Standards*.



FRANK B. NORTON

Ph.D., Associate Professor of Business Economics. Business and Professional experience: Staff Economist for the Council of Economic Advisers to the President of the United States; Consultant to the Bureau of Labor Statistics of the U.S. Department of Labor; Economic Consultant to various financial and industrial firms. Educated at the University of California, Berkeley. Author of *Bank Deposits and Legal Reserve Requirements* (with Neil H. Jacoby), *Administrative Organization in Capital Budgeting*, *Planning for Diversification Through Merger* (with others), *Steel Prices and Inflation*, *Some Cross-Section Explorations in Investment Behavior*, *Capital Theory and Progressive Equilibrium*, *The Accelerator and the Over-Investment and Under-Consumption Models*.

BUSINESS POLICY CASE STUDY

is presented in both semesters.

The Business Policy sessions are introduced with case analysis in general management, then proceed to the functions of management covering organization, staffing, planning, and control. Case study methods of numerous varied companies are used to illustrate both average and special managerial techniques.

The cases which are studied have been written by Executive Program participants and graduate students in the School of Business Administration and edited by the Research Division of the Graduate School of Business Administration and are representative of the variety of business problems which are typical of the southern California economy. In some cases the companies are identified and in others the companies are given fictitious names, but in all instances the problems are realistic and vivid. Participants find themselves placed in a variety of executive roles as they seek to solve:

- organization problems for Gladding, McBean and Company
- staffing executive positions for the Mullins Manufacturing Company
- solving subordinate direction problems for Motorola, Inc.
- planning and controlling situations for the Certified Grocers of California
- general management problems for Wakefield Electronics, Inc.
- executive decision making problems



THEODORE A. ANDERSEN

Ph.D., Associate Professor of Business Economics. Business and Professional experience: Commissioner, Economic Development Agency, State of California, 1959-60; Consultant to United California Bank, Ford Motor Company, General Motors Corporation, Lockheed Aircraft Corporation, Pacific Finance Co., Du Pont Corporation, and other firms. Manager, Economic Research Department, Ford Division, Ford Motor Company; Assistant Director of Research, Amos Tuck School of Business, Dartmouth College; Economist, U.S. Office of Price Stabilization; Economist, Department of Labor. Educated at Purdue University, Harvard Business School, and the University of Wisconsin. Author of *A Century of Banking in Wisconsin*, and *Casebook in Corporation Finance*.

THE EVOLVING BUSINESS ENVIRONMENT

The Evolving Business Environment presents timely subjects for discussion and offers opportunities for introduction to emerging parts of the business environment which now and in the future offer increasing challenges to the manager. Included for discussion are such areas as Industrial Relations, the Management of Operations, the International Business picture, and other subjects of current interest. Special dinner meetings with national or international business and government executives also contribute broader up-to-the-minute aspects of the evolving business environment.

Industrial Relations concerns itself with managerial policies and procedures; case studies; problems involving labor unions and industrial relation situations; and the settlement of employee grievances and labor disputes.

Work Systems and Production Management concerns itself with the scientific management movement, on which production management concepts

are built. It had its inception and most of its development in manufacturing industries. In recent years, this movement has spread rapidly into non-manufacturing industries such as banking, insurance, hospitals, shipping, trucking, railroads, airlines, mining, civilian and military government, and distribution.

The program in production management is built upon the philosophy that this field is concerned with the design, improvement, and installation of integrated systems of men, materials, and equipment. The production management program is designed to present an organized body of knowledge dealing with principles and decision analyses related to the effective utilization of the factors of production in manufacturing activities for both intermittent and continuous systems. Typical areas considered are: production organization, schematic and analytical models and methods, facilities design and the design of control systems for production operations.



JOHN R. VAN DE WATER

Associate Professor of Industrial Relations and Business Law; Head, Executive Programs and Conferences, 1956-1959. Business and Professional experience: Labor Relations Representative, North American Aviation, Inc., and Ford Motor Company; Attorney at Law and member of the California Bar and the Federal Bar; Industrial Relations and Management Consultant to business and industrial firms. Educated at the University of Chicago. Author of: *The Development of Workmen's Compensation and Its Application to Overseas Airline Operation, Florida's Fair Trade Fight, Work Restrictions in Antitrust Legislation, Retailing Activities Under the Fair Labor Standards Act, The Broader Effects of the Fair-Relations Act on Make-Work Practices in Industry, Industrial Productivity and the Law, Applications of Labor Law to the Construction and Economics of United States Missile Bases, etc.*



JOSEPH D. CARRABINO

Ph.D., Professor and Vice Chairman of the Production Management Area; President, City of Los Angeles Board of Harbor Commissioners; Business and Professional Experience: Industrial Engineer; Patent Advisor; Ordnance Engineer; Management Engineering Consultant to business, labor, and government organizations; Member of the State, Federal, and American Arbitration Association Panel of Arbitrators of labor-management disputes; Member of faculty of Northwestern University, 1947-1949; American Institute of Industrial Engineers; Academy of Management; The Institute of Management Sciences; Operation Research Society of America; 1958-1959, named a U.S. Department of State Fulbright Professor. Served as Visiting Professor and Consultant at Post Graduate Schools of Business Administration in Palermo and Turin, Italy; Author of monograph on *An Engineering Analysis of Cargo Handling-Containerization* and other publications on work simplification, hospital administration, data reduction, materials handling systems, integrated management controls, automation, scientific management, and the shipping industry.



SPECIAL SEMINARS

The UCLA Graduate School of Business Administration is richly endowed with a faculty of diverse talents and outstanding academic and business reputations. These men are often called upon to lead special seminars in areas of specialized business activities. Some of these faculty are presented on this page.



RALPH M. BARNES

Ph.D., Professor of Engineering and Production Management. Business and Professional experience: Consulting Engineer to American, European, and South American firms; Founded the Iowa Management Course and served as its first director. Assisted in organizing and developing the Industrial Engineering Center of the Armstrong Cork Company, and served as its first director. Organized and conducted engineering and management training programs in England, Norway, Sweden, Spain, Mexico, Costa Rica, Uruguay, and Japan. Former Vice-President, Western Region, American Institute of Industrial Engineers; and Vice-President, Society for Advancement of Management. Currently Member, Advisory Committee of Management Division of the American Society of Mechanical Engineers. Educated at West Virginia University, University of Illinois, and Cornell University. Author of *Motion and Time Study*, 4th Ed., *Work Sampling*, 2nd Ed., *Work Measurement Manual*, 4th Ed., *Work Methods Manual*, and *Industrial Engineering and Management*.



WILLIAM F. BROWN

Ph.D., Vice Chairman of the Marketing Area, and Professor of Marketing Business and Professional experience: Consultant to business firms and retail associations on marketing problems. Educated at UCLA, and at Northwestern University. Author or co-author of *The Federal Trade Commission and False Advertising*, *Guild Pricing in the Service Trades*, *Factors Influencing Consumer Brand Choice*.



LEO GRELER

Ph.D., Chairman, Real Estate Research Program and Professor of Real Estate and Urban Land Economics. Business and Professional experience: Senior Staff Member, Council of Economic Advisers to the President of the United States; Staff Member, National Bureau of Economic Research; Member of Advisory Board, Commission on Money and Credit; Panel Member of the President's Commission on National Goals, Washington, D.C., Consultant, Federal Home Loan Bank Board. Educated at the University of Giessen, Germany. Author of *Europe's Reborn Cities, Capital Formation in Residential Real Estate* (with others), *Housing Issues in Economic Stabilization Policy*, co-author of *The Secondary Mortgage Market—Its Purpose, Performance and Potential*, and "Criteria for Appraising Governmental Housing Programs" In the fall of 1961, toured Europe under a Ford Foundation grant in connection with a study of "Urban Renewal Problems and Policies in Selected European Cities."



GEORGE A. STEINER

Ph.D., Professor of Business Administration; Director, Division of Research; Managing Editor, *California Management Review*. Business and Professional experience: Senior Economic Advisor, Lockheed Aircraft Corporation; Director of Policy Development, Office of Defense Mobilization and Defense Production Administration; Officer-in-Charge, Purchase Orders, Supervisor of Shipbuilding, N.Y., USN; Director, Reports and Analysis, Controller Division, War Production Board; sometimes consultant to the following agencies: National Security Resources Board; Department of Commerce; Bureau of the Budget; Civil Service Commission; Industrial College of the Armed Forces; and currently member of the Mobilization Program Advisory Committee, Office of Emergency Planning; The RAND Corporation, and other business firms. Educated at the University of Illinois, University of Pennsylvania, and Temple University. Author of many books and articles on national security affairs and business management.

PERSONAL IMPROVEMENT

Executives are sometimes called upon to exercise talents which they may not have or, which they may have allowed to deteriorate from lack of use. Furthermore, today's executive is always searching for ways in which to broaden his outlook and to enrich his personal life. In order that he may do this, special series of programs are organized.

Sessions in this area have included clinics under Dr. Irwin Keithley on the improvement of reading and report writing; laboratories under Dr. R. Clay Sprowls on computer equipment and computer business games; discussions with Dr. Abbott Kaplan on the evolving cultural environment; and challenges from Dean George W. Robbins on "lifelong learning for management."



ERWIN M. KEITHLEY

Ed.D., Assistant Dean and Associate Professor, School of Business Administration. Business and Professional experience: Consultant in office management and business communication to Los Angeles and Mexican government agencies and business firms; past president of the American Business Writing Association; past president of the United Business Education Association; one-time member of the Executive Board, National Office Management Association, Los Angeles. Educated at Wisconsin (White-water) State College, Northwestern University, and UCLA. Author of *A Manual of Style for the Preparation of Papers and Reports*, the section "Communications" in *The Office Management Handbook*, contributor to the *Bulletin of the American Business Writing Association*, *The Office Executive*, *The Office*, *The Journal of Business Education*, *American Business Education Journal*, and the *Business Education Forum*.

PERSONAL IMPROVEMENT

In addition to the faculty already listed, others who teach special sessions are: Dr. Robert Neumann, Director, Institute of International Studies and Professor of Political Science; Dr. Cyril O'Donnell, Professor of Business Organization and Policy; Dr. Paul Kirchner, Associate Professor of Accounting; Assistant Dean James M. Gillies, Associate Professor of Real Estate and Urban Land Economics; Dr. Vlytze Gorter, Professor of Economics and Dr. Melvin Rothbaum, Assistant Professor of Economics.

Ben Carson and Don Jacoby discussing "Financial Statement Analysis" with Executive Program members.



R. CLAY SPROWLS

Ph.D., Associate Professor of Business Statistics, and Assistant Director, Western Data Processing Center. Business and Professional experience: Sometime consultant to business firms on statistical, economic, and market research problems. Educated at the University of Chicago. Author of *Elementary Statistics*; *Statistical Decisions by the Method of Minimum Risk*; *Scientific Sampling*; *Using Statistics to Measure the Accuracy of Forecasts*; *A Computer Simulated Business Firms*; and *A Model of the Customer Behavior for the Task Manufacturing Corporation*.



ABBOTT KAPLAN

Ph.D., Associate Dean (Statewide), and Director, Southern Area, University Extension; Professor of Education, Business, and Professional experience: Director for France, American Joint Distribution Committee; Fulbright Fellow, Western Europe, to study Labor-Management Relations; Associate Director, UCLA Institute of Industrial Relations; Member of the Educational Advisory Committee of the National Association of Manufacturers; arbitrator in labor disputes; Member of the National Academy of Arbitrators; Consultant to Hotel and Restaurant Employer-Employee Welfare Fund; President of the Adult Education Association of the U.S.A. Author of *Socio-Economic Circumstances and Participation in Adult Education, Grievance Procedures, Study-Discussion and the Liberal Arts.*





SPECIAL SESSIONS OF THE EXECUTIVE PROGRAM

The increasing participation of American businessmen in various types of international operations has presented the need for discussion of various aspects of international business. As a result, experts on international business operations are often asked to present materials to the program participants. These sessions have revolved around such topics as the international economy, challenges from new nations, and the opportunities for international trade.

Special dinner meetings, held off campus, feature distinguished visitors from other parts of the country and from abroad. Experts are also selected from outstanding local businessmen, members of the faculty of the Graduate School of Business Administration who are not participating in the Program, and faculty members of other departments of the University. Dinner speeches are followed by discussion periods led by the guest speaker. Participants also have an opportunity to meet Executive Program Alumni at these dinner meetings.

SOME OUTSTANDING GUEST LECTURERS WHO HAVE APPEARED AT SPECIAL DINNER MEETINGS

DR. RAYMOND B. ALLEN, Director of United States Operations Mission to Indonesia.

WESLEY BABBY, Controller, Pacific Mutual Insurance Company.

DR. ARTHUR BURNS, Director, National Bureau of Economic Research (Formerly Chairman of the Council of Economic Advisers to President Eisenhower).

DR. ERNEST DALE, Graduate School of Business and Public Administration, Cornell University.

DR. KATH DAVIS, School of Business, Arizona State University.

RICHARD LEEER, Consultant on Public Policy Research, General Electric Company, New York.

DR. LILLIAN M. GIBBETH, Lecturer and Author, *Motion and Time Study*, New York.

BENJAMIN GRAHAM, Regent's Lecturer, University of California (Spring 1956); President, Chairman of the Board, Graham Newman Corporation, New York City.

EDGAR W. HILSTAND, Congressman, 21st District, State of California.

L. A. HYLAND, General Manager, Hughes Aircraft Company.

DR. NEIL H. JACORY, Dean, Graduate School of Business Administration, University of California, Los Angeles.

DR. WILLIAM FRANK LIBBY, Professor of Chemistry, University of California, Los Angeles.

CHARLES LUCKMAN, Charles Luckman Associates.

HAROLD C. MCELILLAN, President, Old Colony Paint and Chemical Company.

CARL P. MILLER, West Coast Manager of the *Wall Street Journal*; also former President of the Los Angeles Chamber of Commerce.

CHANCELLOR FRANKLIN D. MURPHY, University of California, Los Angeles.

EDWIN W. PALLEY, Regent of the University of California; President, Pauley Petroleum, Inc.

DORI SCHARY, Schary Productions, Inc.

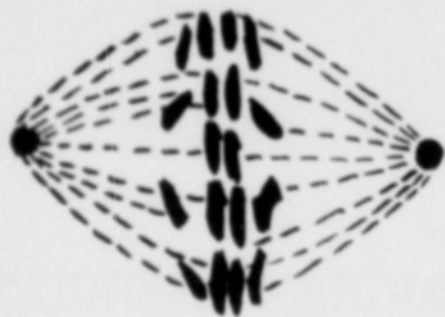
DR. CHAUNCEY STARR, Vice President and General Manager, Atomic International Division, North American Aviation, Inc.

JESSE W. TAPE, Chairman of the Board of Directors, Bank of America N. T. & S. A.

E. E. TREFFERTHS, JR., Executive Vice President, Kaiser Industries, Inc.

COL. LYNDALE F. FRWICK, O.B.E., M.C., Management Consultant, London, England.

JAMES WORTHY, Vice President, Public Relations, Sears Roebuck & Company.



SELECTION OF PARTICIPANTS

Every effort is made to select participants from experienced executives and higher level management personnel. Among factors considered are the applicants' proven ability in business, possible contributions to the group, demonstrated open-mindedness, and capacity to profit by this program.

Ordinarily, applicants are expected to have had full-time responsible management experience over at least five years. Inasmuch as emphasis is placed upon proven business ability, there are no requirements as to formal education. However, educational backgrounds are examined as a part of the total record of each applicant. The minimum age for participation is thirty years.

The program is designed for both line managers and staff specialists. Participants are selected from large, medium, and small companies, from various types of businesses, and from various backgrounds—sales, finance, production, research, engineering, and other fields in order to gain a cross section of experience and responsibilities.

Classes are limited in size for optimum exchange of experiences and viewpoints. Notices of acceptance are communicated within a month after the deadline date given on the application.

The first groups have had the following characteristics: average age 42; age range, 30 to 56; approximately 30 percent are either Presidents, Executive Vice-Presidents, or General Managers of their firms; the larger firms typically send heads of major functions such as Sales, Finance, and Manufacturing who are being groomed for policy level management. Typically the candidate is one of the three top officers in his company or division.

TUITION

The tuition includes dinners on class nights, all books, reprints, and similar materials; all meals and lodging during the Arrowhead Conferences that precede each semester.

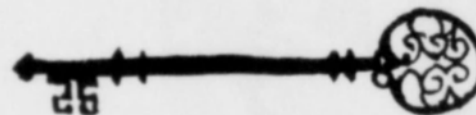
In most cases, firms nominate the candidates and pay the full tuition. In other cases, firms pay all or part of the tuition costs under established tuition refund plans. Contact the Executive Program Office for details.

REQUIREMENTS AND CERTIFICATE AWARDS

Work requirements—outside reading, preparation of cases, and report writing are required. It is recognized that the participants' management workload demands full attention, however, their backgrounds make rapid learning possible and a systematic study program assures significant, usable knowledge.

THE EXECUTIVE PROGRAM CERTIFICATE AWARD

is given for successful completion. Candidates are considered highly responsible persons of proven ability and initiative. Therefore, formal examinations and grades are not used. Normally, attendance at three-fourths or more of the meetings will be a prerequisite for the award.



EXECUTIVE PROGRAM ASSOCIATION



Allen B. Fredhold, Jr.
1st Association President
1956-57



A. M. Curtiss
2nd Association President
1957-58



Robert S. Bell
3rd Association President
1958-59



Charles L. Jones
4th Association President
1959-60

The many hundred graduates of the Executive Program have formed the Executive Program Association. Its members continue post-graduate study of advanced management theory and practice.

The Association annually sponsors a three-day seminar at Lake Arrowhead, a Spring conference; a Back-to-Campus Day meeting, and several invitational dinner-lecture meetings during the year. All are well attended by business leaders and faculty members of the Graduate School of Business Administration.

The Association finances an annual scholarship for a promising student in the Graduate School of Business Administration and in other ways supports research and educational activities of the Graduate School of Business Administration.

In all of their activities, members of the Association maintain close ties with both the business community and the academic world of the campus. Thus they help strengthen these intellectual bonds to mutual benefit.



Volney F. Morin
5th Association President
1960-61



Kenneth R. Johnson
6th Association President
1961-62

OTHER SPECIAL PROGRAMS FOR EXECUTIVES

Each year the UCLA Executive Program offers a number of special educational programs designed to meet executive needs which are not served by the regular one-year program. These offerings vary in length and content and are designed to provide in capsule form elements of executive education for special purposes. The range of subjects is broad and the teaching staffs are selected from both the University and the business world. Annually over one thousand executives attend these programs.

Meetings range from two-week intensive live-in programs designed to meet the executive development needs of a particular industry to one-day programs centering on a single problem. They are planned jointly by the University and the particular business or industry group which has asked for the meeting. In many instances the University initiates a program in which executives would be interested. For example, the University developed a one-day business forecasting seminar which is held at the beginning of each year and is attended by hundreds of southern California executives. All the special programs are held on the campus, at other facilities provided by the participating firms, or at local hotels with ample meeting facilities.

The special educational programs must be designed to assist in the development of top-level executive talent. In many cases these programs stimulated sufficient interest in executive education to result in participating companies applying for admission to the regular Executive Program. Since each program is specially tailored to meet a particular need, inquiries are invited concerning special programs for business groups, trade, professional association, or corporation.



Wives get acquainted with Executive Program Faculty and Staff in an Informal Seminar Session



SOME FIRMS REPRESENTED IN THE PROGRAM

Ace Drill Bushing Company, Inc.
Aerofat General Corporation
Aerofatronics, a Division of the Ford Motor Company
Aeromax Corporation
Astra Maintenance Company
Astronautics Manufacturing Company (Division of Garrett Corporation)
A. J. Glasser Company, Inc.
Alert Supply Company
American Brake Shoe Company (Raymond Atchley Division)
American Concertone
American Electronics, Inc.
American Hardware Mutual Insurance Company
American Pipe and Construction Company
Anchor Hocking Glass Corporation
Angelus Metal Tins Company
Applied Research Labs, Inc.
Armstrong Cork Company
Arrowhead & Puritas Water, Inc.
Assured Bond & Mortgage Company
Astro-Science Corporation
Atomics International (Division of North American Aviation, Inc.)
Avant Corporation
Avon Products, Inc.
Automobile Club of Southern California
Automotives (Division of North American Aviation, Inc.)
Baker Oil Tools, Inc.
L. G. Balfour Company
Bank of America
Bachtel Corporation
Beckman Instruments, Inc.
Bell Brand Foods, Ltd.
Bell & Howell Research Center
Bendix Corporation
Bendix-Pacific (Division of Bendix Corporation)
Benedict Standard Life Insurance Company

Beverly Hills National Bank & Trust Company
Bishop-Howlett, Inc.
Harold Babbitt, CPA
Bone Engineering Corporation
Borg-Warner Corporation
Bourns, Inc.
Bradley Paint Company
Robert H. Braun Company
Bridgeford Packing Company
Brunawig Drug Company
Bryon Jackson (Division of Borg-Warner Corporation)
Cal Pak Company
United California Bank
California Institute of Technology
California Investors
California Rotogravure Company
Cannon Electric Company
Carson Roberts, Inc.
Century Engineers, Inc.
Certified Grocers of California
Citizens National Bank
Coast Book Cover Company
Coleman Engineering Company, Inc.
Collins Radio Company
Columbia Broadcasting Company
Cam-Air Products (Division of Safety Razor Products Corporation)
Consolidated Electrodynamics Corporation
Consolidated Systems Corporation
Continental-Emaco Company
Convair-Astronautics
Convair-Palmdale
Convair-Pomona
Convair-San Diego (Divisions of General Dynamics Corporation)
Corwin-Hall Distributing Company
Craig Corporation
Cutler-Hammer, Inc.
Dalex Corporation
Daystrom Pacific Corporation
Disneyland, Inc.
Don Lee Broadcasting

Douglas Aircraft Company, Inc.
Dresser Industries, Inc.
Ducommun Metals & Supply Company
Dunn-Edwards Corporation
Dynametric, Inc.
Eldon Fiberglass Manufacturing Co.
Eldon Manufacturing Company
Electric Motor Engineering
Electrofilm, Inc.
Electro-Optical Systems, Inc.
Electroalids Corporation
Emaco Manufacturing Company
Endevco Corporation
Ernest Paper Company
Everest & Jennings, Inc.
Eversharp, Inc.
ABC Fairco, Inc.
Farr Company
Farrar, Griffin & Associates
Fellows & Associates, Inc.
Fenske, Fredrick & Miller, Inc.
First Thrift of Los Angeles
Fluor Corporation, Ltd.
Flying Tiger Line, Inc.
Foods Company Markets
Fradel's Frozen Foods
Garrett Corporation
General Telephone Company of California
Genisco, Inc.
Genistron, Inc.
Giannini Controls Corporation
Gibraltar Savings & Loan Association
Glendale Federal Savings & Loan Association
Gladding, McBean & Company
Good Humor Company of California
Grayson Associates, Inc.
Griffith Company
Hadco Engineering
Halex, Inc.
Hallamore Electronics Company
Halliburton Oil Well Cementing Company
Hancock Oil Company
Hardman Tool & Engineering Company

Herco Foundry
Hill, Richards & Company
Hoffman Electronics Corporation
Hollywood-Maxwell Company
Hollywood Plastics, Inc.
Honeycomb Structures Company
Houston-Fearless Corporation
Hughes Aircraft Company
Hunt Foods & Industries, Inc.
Hycon Manufacturing Company
IMC Magnetism Corporation
IMM Industries, Inc.
Industrial Products (Division of ITT Corporation)
Inox Company
International Rectifier Corporation
Interstate Bakeries Corporation
Jameson Lumber Company
Jensen Industries
Johns-Manville Sales Corporation
Johnston Pump Company
Charles L. Jones & Company
G. E. Kadane & Sons
Kaiser Foundation Hospital
Kearfott Company, Inc.
Kelly Pipe Company
John B. Kilroy Company
Kermin Frozen Food Sales Company
Kimberly-Clark Corporation
King Cole Markets, Inc.
Knoll Associates
KTTV, Inc.
Kwikset Locks, Inc.
L. A. Paper Box Company
Lane-Wells Company
Lawry's Foods, Inc.
Leach Corporation
Lease Auto Supply, Inc.
Ledeer, Inc.
Lewis & Kaufman Electronics Corporation
Librascope (Division of General Precision, Inc.)
Lidro Corporation
Litton Industries

Lockheed Aircraft Corporation
 Lockheed-Rrown Associates
 Lockheed-California Company
 (Division of Lockheed Aircraft Corporation)
 Longrea Aircraft Company
 Los Angeles City Department of Water & Power
 Los Angeles Harbor Grain Terminal
 Los Angeles Nut House
 Los Angeles Period Furniture Manufacturing Company
 Los Angeles Times
 Magna Products, Inc.
 The Marquardt Corporation
 Marray B. Marsh Company
 Marshall & Stevens, Inc.
 Master Tile Corporation
 Mattel, Inc.
 Max Factor & Company
 McCulloch Corporation
 McCullough Tool Company
 Meletron Corporation
 Meoda Company
 Merrill Lynch, Pierce, Fenner & Smith
 Michel Brothers, Inc. (Edgemar Farms)
 Microdot, Inc.
 Microquad, Inc.
 Miles California Company
 Mill Publishing Corporation
 William Miller Instruments, Inc.
 Mimeo
 Minneapolis Honeywell Regulator Company
 Minnesota Rubber & Gasket Company
 Mirva-Cote Company, Inc.
 Mirror News
 Mobil Oil Company
 Monogram Precision Industries
 Montarvy Oil Company
 Morley Construction Company
 Morris P. Kirk & Son
 Motorola, Inc.
 Myers Construction Company



National Cash Register Company
 National Missile & Electronics
 National Storage Company
 National Supply Company
 Norair (Division of Northrop Corporation)
 Nortronics (Division of Northrop Corporation)
 Norma Restaurants
 North American Aviation, Inc.
 Northrop Corporation
 Nutrilite Products, Inc.
 Operations Research, Inc.
 Oroweat Baking Company
 Overly Manufacturing Company
 Owens-Illinois Glass Company
 Pabst Brewing Company
 Pacific Automation Products, Inc.
 Pacific Hawaiian Products Company
 Pacific Mercury Television Corporation
 Pacific Missile Range
 Pacific Semiconductors, Inc.
 Pacific Telephone & Telegraph Company
 Pacific Tile & Porcelain Company
 Packard Bell Computer Corporation
 Packard Bell Electronics Corporation
 Packard Bell Sales Corporation
 Parker Aircraft Company
 Ralph M. Parsons Company
 Ralphs Grocery
 Pauley Petroleum, Inc.
 Pensick & Gordon, Inc.
 Pfaudler Sales Company
 Platt Music Corporation
 J. A. Pomeroy & Company, Inc.
 Pomona Tile Manufacturing Company
 H. K. Porter Company, Inc.
 Praeco, Inc.
 Pride Products Company
 Purex Corporation, Ltd.
 Quaker Oats Company
 Quantatron, Inc.
 Radio Corporation of America
 Ram Chemicals, Inc.
 The RAND Corporation
 Randall Sales Company

Regent Jack Manufacturing Company
 Reliance Steel & Aluminum Company
 Rent-A-Lift Systems, Incorporated
 (Subsidiary of R. H. Braun Company)

Revell, Inc.
 Reynolds Aluminum Company
 Reynolds Industries, Inc.
 Rich Steel Company
 Rheem Manufacturing Company
 The Roberts Company
 Robert-Shaw-Fulton Controls Company
 Rocketdyne (Division of North American Aviation, Inc.)
 Rosecrans Textiles
 Rossman Mill & Lumber Company
 Royal Industries, Inc.
 Royal Jet (Division of Royal Industries, Inc.)
 Santa Monica Bank
 Sears, Roebuck & Company
 Security First National Bank
 Selwyn-Pacific
 Servomechanisms, Inc.
 Servonic Instruments
 W. S. Shamban & Company
 Solidtronics (Division of Electrosonics Corporation)
 Solrac, Inc.
 Southern California Edison Company
 Space Technology Laboratories, Inc.
 Sparkletts Drinking Water Corporation
 Standard Brands Paint Company, Inc.
 Standard Oil Company
 Statham Instruments, Inc.
 Sterling Electric Motors, Inc.
 Stillman Rubber Company
 Stoner-Mudge Pacific Corporation
 "Strolee" of California, Inc.
 Sunland-Tujunga Telephone Company
 Swedlow, Inc.
 System Development Corporation
 Tasker Instruments Corporation
 Technical Products Company
 Technicolor Corporation



Teleautograph Corporation
 Telecomputing Corporation
 Telemeter Magnetics, Inc.
 Terminal Refrigerating Company
 Thompson Glass & Paint Company
 Thompson Ramo-Wooldridge, Inc.
 Times-Mirror Company
 Title Insurance & Trust Company
 Tom Sawyer Foods, Inc.
 Topp Industries, Inc.
 Tri-State Distributing Company
 TRW Computers (Division of Thompson Ramo-Wooldridge, Inc.)
 United Geophysical Corporation
 UCLA
 U.S. Borax and Chemical
 United States Air Force
 United States Army Signal Supply Agency
 United States Naval Air Station
 United States Naval School
 United States Science Corporation
 Universal Surgical Supply, Inc.
 Vap-Air Heating Corporation
 Vard (Division of Royal Industries, Inc.)
 Vertical Blinds Corporation of America
 Veterans Administration
 Vickers, Inc.
 Viking Industries, Inc.
 Weber Aircraft
 Henry R. Weber & Associates
 Welox, Inc.
 Western Gear Corporation
 Western Lithograph Company
 Westinghouse Electric Corporation
 Weston Hydraulics, Ltd.
 Whittaker Controls (Division of Telecomputing Corporation)
 Wolf Brand Products
 Woodspecialties Inc.
 Yale & Towne Manufacturing Company
 Young Executives, Inc.
 XLNT Spanish Food Company

GRADUATE SCHOOL OF BUSINESS ADMINISTRATION



NEIL H. JACOBY

Ph.D., LL.D., Dean, Graduate School of Business Administration, and Professor of Business Economics and Policy. Business and Professional experience: Member of the Council of Economic Advisors to the President of the United States; U.S. Representative in the Economic and Social Council, United Nations; Manager of Research Department, Lawrence Stern and Company, Investment Bankers; Vice President of the University of Chicago; sometime Economic Consultant to U.S. Treasury Department, the Governor of Illinois, the Brookings Institution, The RAND Corporation, and business firms. Director of several business corporations. Educated at University of Saskatchewan and the University of Chicago. Author or co-author of *Actual Sales Technique*, *From Leading to Reasoning*, *Business Finance and Banking*, *Can Prosperity Be Sustained?*, *Federal Leadership and Loan Insurance*, and *Bank Deposits and Legal Reserve Requirements*.



GEORGE W. RORRINS

M.B.A., Professor of Marketing, Associate Dean, Graduate School of Business Administration, and Chairman of the Department of Business Administration. Business and Professional experience: Consultant to business firms in the United States and Austria; Consultant to European Productivity Agency and to the Ford Foundation (India, 1959; Chile, 1961); National Educational Advisory Council, American College of Life Underwriters, and American Institute of Property and Casualty Underwriters; formerly Director of Research, The Farrar Company, Los Angeles; sometime Lecturer, University of Oregon, University of Wisconsin, Istituto Post-Universitario per lo Studio del Organizzazione Aziendale, Italy, University of Graz, Austria. Educated at UCLA and Harvard University. Co-author and Editor of *Los Angeles: Preface to a Master Plan* and contributor to the *Journal of Marketing*, *Accounting Review*, *Journal of the Trademark Association*, *Annals of the American Academy of Political and Social Science*, *Opere*, Italy, and *The Manager*, United Kingdom.

DIRECTORSHIP



FRED E. CASE

D.B.A., Head of Executive Programs and Conferences, Associate Professor of Real Estate and Urban Land Economics. Director, UCLA Real Estate Research Program (1951-1960). Commissioner, Building and Safety, City of Los Angeles. Business and Professional experience: MAI (Member, American Institute of Real Estate Appraisers). Qualified for expert witness in land and property valuation. Consultant (to 1958) to California Real Estate Association and the California Savings and Loan League. Planning, location and land use and valuation analyst for business and government. Educated at Indiana University. 1961 George Schmutz Memorial Award for distinguished manuscript in appraising. Author of: *Real Estate, A Modern Approach*; *Los Angeles Real Estate Investment Experience of California Real Estate Practice*; *Land Use Planning in the San Fernando Valley*, *Real Estate*.



BELLE M. SHAWHART

B.S., Administrative Assistant, Executive Programs and Conferences. Business and Professional experience: Teacher in Oklahoma School System; U.S. Engineers, Legal Department, Denison, Texas; Eighth Service Command, Dallas, Texas; Administrative Assistant to Dean Neil H. Jacoby, School of Business, UCLA; since 1955 in present position with Executive Program. Educated at Southeastern State College, Durant, Oklahoma, and UCLA.

THE PROGRAM: A SUMMARY

SPECIFIC OBJECTIVES OF THE UCLA EXECUTIVE PROGRAM:

1. Develops a greater understanding of the principles and environment of the managerial job.
2. Promotes free interchange between executives of information regarding concepts and experiences.
3. Broadens each executive's view of the managerial process and the inter-relationship of managerial problems.
4. Provides knowledge and understanding of the economic, social, political, technical, and cultural forces which influence an enterprise and its management.
5. Enhances an executive's ability to acquire and apply existing and new knowledge to the problems of the business enterprise.

BENEFITS TO THE INDIVIDUAL EXECUTIVE:

1. Achieves greater effectiveness in financial and accounting analysis, data handling and interpretation, and economic understanding.
2. Develops increased personal skills in leadership, creativity in human relations, and practical management.

3. Fixes firmly his understanding of the basic and advanced managerial policies and procedures.
4. Acquires a capacity for explaining and defending his business decisions in interchanges with other managers drawn from a variety of firms and industries.
5. Acquires more rapidly the broader executive viewpoint required for top management responsibilities.

BENEFITS TO THE FIRM:

1. Integration of on-the-job experience with fundamentals of managerial theory and practice leading to immediate improvement in performance.
2. The promotion of informational exchange between a firm's own executives and those of other firms in the same industry often leading to effective solutions of apparently insoluble managerial problems.
3. The opportunity to have the latest managerial concepts and experiences applied to the firm's problems.
4. Acceleration of the firm's development of executive talent.
5. Building a reserve of executive talent which grows in knowledge and capability as the company grows, thus helping to solve the shortage problem of qualified executives.

PROGRAM APPLICATION FORMS

Additional forms can be obtained from:

Executive Program
QBA 2381
University of California
Los Angeles 24, California

PHONES:

Radshow 2-6161 or Glendon 3-0971
(272 8911 or 478 9711

after September, 1962)

Extensions 9976, 9977, 9978, 9979

NOTE TO APPLICANTS:

Since the number of applicants consistently exceeds the number who can be accepted, final selection is often made on the basis of the applicant's statement as to why he wishes to attend, and the statement made by the person recommending him.

*Telex***WESTERN UNION**

SENDING BLANK

TelexMAIL
LETTERS

MDV

CHARGE

Int'l. Brotherhood of Teamsters

Mr. Ed Pauley
Pauley Oil Company
10000 Wilshire Boulevard
Los Angeles, California

ADMINISTRATIVE FILE ✓*California Union*
X. C. Lawrence

Due to recent infection in my ^x inner ear, Doctors prohibit air travel for the present time. It is therefore necessary for me to cancel UCLA speaking engagement at Lake Arrowhead. Thanks for your kind offer to be present to introduce me. I have asked for a rain check for some future date.

H. J. Gibbons

HJG/mc

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

1269—(R 4-55)

**WESTERN UNION
TELEX SERVICE**

EDZ
WU TELTEX LSA

IBOFTDC WSH

TLX PD WASHINGTON DC

OCTOBER 19, 1964

MR. ED PAULEY

DO NOT PHONE

PAULEY OIL COMPANY

10000 WILSHIRE BOULEVARD

LOS ANGELES, CALIFORNIA

DUE TO RECENT INFECTION IN MY INNER EAR, DOCTORS PROHIBIT AIR TRAVEL FOR THE PRESENT TIME. IT IS THEREFORE NECESSARY FOR ME TO CANCEL UCLA SPEAKING ENGAGEMENT AT LAKE ARROWHEAD. THANKS FOR YOUR KIND OFFER TO BE PRESENT TO INTRODUCE ME. I HAVE ASKED FOR A PAIN CHECK FOR SOME FUTURE DATE.

H. J. GIBBONS

WU TELTEX LSA

IBOFTDC WSH

RECEIVED
I. B. OF T.
C. W. & H. OF A.
OCT 19 10 59 AM 1964
OFFICE OF
GENERAL PRESIDENT

1:05 a.m. ^{L. a.}
1:15 a.m. ^{St. Louis}

9:30 a.m.

Cady Carlin

Secretary
to Mr
Bowman

~~Chas~~

Jack. Bessner

B. A. L. 390

Miami

6-6/23

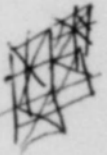
4:45 pm - Dulles
3:00 - Friendship
5:30 - Dulles

Get to L.A.

12:00 of home
1:00 of Chicago
Wash, D.C.

21st 22nd

L.A.
p.m. 21st
Get



o Judy Carlson
1:20 p.m. Friendship

9:15 a.m.

11:15 a.m.

TWA 59

Amer. 77

Helicah.

2200 x

Lake Arrowhead -

P2 My Fr. L.A. -

1:05 a.m. - Amer. 960

1:15 a.m. - TWA 72 -

Telefax

WESTERN UNION

SENDING BLANK

TelefaxCALL
LETTERS

MDV

CHARGE
TO

Int'l. Brotherhood of Teamsters

Mr. Roswell, Vice-President
Weber Showcase
5700 Avalon Boulevard
Los Angeles, California

Re your telephone call to my office of yesterday, I have no
record of an appearance scheduled before Weber Showcase.
Kindly advise particulars of this appearance.

H. J. Gibbons
Vice-President
Teamsters Union

HJG/mc

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

1267—(R 4-55)

WESTERN UNION
TELEX SERVICE

WESTERN UNION
TELEX SERVICE

WESTERN UNION
TELEX SERVICE

WESTERN UNION
TELEX SERVICE

WU TELTEX LSA

IBOFTDC WSH

TLX PD WASHINGTON DC SEPTEMBER 23, 1964

MR. ROSWELL, VICE-PRESIDENT
WEBER SHOWCASE
5700 AVALON BOULEVARD
LOS ANGELES, CALIFORNIA

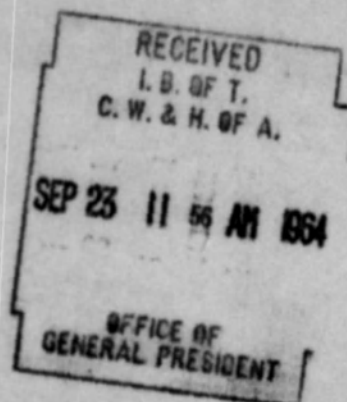
DO NOT PHONE

RE YOUR TELEPHONE CALL TO MY OFFICE OF YESTERDAY, I HAVE NO
RECORD OF AN APPEARANCE SCHEDULED BEFORE WEBER SHOWCASE. KINDLY
ADVISE PARTICULARS OF THIS APPEARANCE.

H. J. GIBBONS
VICE-PRESIDENT
TEAMSTERS UNION

WU TELTEX LSA

IBOFTDC WSH





WEBER

SHOWCASE & FIXTURE CO., INC.
P. O. BOX 11065, KEARNY STATION
LOS ANGELES 11, CALIFORNIA

September 22, 1964

OFFICE OF THE VICE PRESIDENT

Mr. Harold Gibbons, Vice President
Teamatera Union
25 Louisiana Avenue, N.W.
Washington, D. C.

ADMINISTRATIVE FILE

California University
X Invitation

Dear Mr. Gibbons:

Members of the UCLA Executive Program Association, Inc., are pleased that you have accepted their invitation to speak during the Eighth Annual Management Conference, October 22, 23, 24, 1964, at the University's Lake Arrowhead Conference Center. We invite you to stay for all or any part of the program that may be of special interest to you.

A complete schedule of the program will be forwarded to you as soon as it has been printed.

The group you will be addressing are business executives who are graduates of an Executive Program conducted by the Graduate School of Business Administration at UCLA, which trains executives in the art of management. These men are leaders in Southern California industry. The Association's motto is, "Lifelong Learning for Management". I am sending you, under separate cover, the brochure which describes the Executive Program in detail.

There are a few points we would like to consider to finalize our arrangements with you.

1. Will you have notes you want reproduced for distribution? If so, we need your copy at least two weeks before the conference.
2. Will you need any visual aids?
3. We will provide accommodations at the Conference, a brochure is enclosed which describes it and gives directions for getting there. Do you have any special accommodation requirements?
4. We will furnish transportation, if you require it. Let us know what your schedule will be.

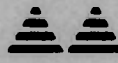
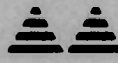
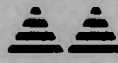




I would appreciate having your comments as soon as possible. I am including a stamped, addressed envelope for your convenience.

Sincerely,

Gilbert F. Roswell

Gilbert F. Roswell
Assistant Program Chairman
Eighth Annual Management Conference

GFR:ac
Encl.



Inspirational Setting for Learning

The University of California Conference Center provides a beautiful and secluded setting for many University Extension programs: conferences, seminars, professional meetings, study groups. In addition, it is made available for educational meetings and conferences of governmental organizations. It consists of a main lodge and twelve surrounding cottages, which accommodate 120 guests.



The Conference Center, a gift to the University from the Los Angeles Turf Club, is operated on a completely self-supporting basis by University Extension. No state funds are allocated for its maintenance.

The Center is located on the shore of Lake Arrowhead in the mile-high San Bernardino Mountains. The relative seclusion of the Conference Center gives participants in its programs an opportunity to study, live and dine together away from normal business and social distractions. Participants are able to concentrate their attention on the subject matter of the conference in an atmosphere conducive to reflection, new ideas and a more profound learning experience.

Testimony to the success of the residential conferences is demonstrated by the large number of individuals and groups who have returned to the Center for additional educational programs.

Certain conferences — whether they deal with business, education, liberal arts, community problems, medical or scientific subject matter — have been particularly successful at Arrowhead. These conferences have had one or more of the following characteristics:

- ▲ Intensive learning achieved in a short space of time.
- ▲ Full, unrestrained participation in small group discussion as well as attendance at formal lectures.
- ▲ Interchange of knowledge and experience among experts in a particular field.
- ▲ Opportunity to take a "fresh" look at new problems in the stimulating environment of the Center.



*University of California
Conference Center / Lake Arrowhead*

Arrowhead Conference Center fosters a learning atmosphere of participation, interchange of experiences and ideas in an informal setting.

Sessions

Conferences may begin with combined sessions as shown below, then proceed to small workshop groups.

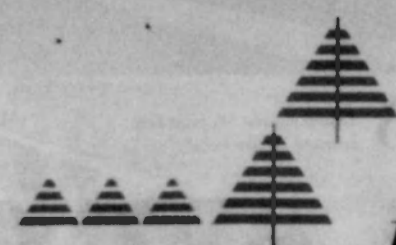


The introductory session may start with a lecture, panel discussion or seminar.

Small group discussions are held in the lounges, the living rooms of the larger cottages, or outdoors.

Newcomers are pleased to discover that several features contribute to deeper enjoyment of learning. Relations between teaching staff and participants tend to be casual and encourage participation and discussion.

All participants have a common interest in the subject of the conference. Conventional barriers to communication soon disappear, bringing free interchange of experience and opinions.



Discussion

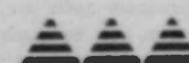
Away from the distractions of business or everyday home responsibilities, away from crowded campuses and formal classrooms, participants experience a learning process that has greater impact and depth. Subject matter becomes more alive and exciting. Opportunity is usually allowed for reflection, discussion or further study.



Between sessions, pleasant surroundings are conducive to further study, discussions or just enjoying the mountain scene.



...For recreation, by day, there's the swimming pool, putting green, tennis, marked woodland trails, the lake.



Relaxation

You will enjoy your leisure at Arrowhead. In its friendly atmosphere you easily become acquainted with the others in your conference group.

A heated swimming pool is open between June 1 and September 30, or later. Carefully planned hiking trails invite you to enjoy the beautiful wooded area surrounding the Center. Shuffleboard, horseshoe pits, ping-pong, a spacious lawn for informal sports, as well as tennis courts and putting green are available on the grounds.

Nearby are facilities for horseback riding, golf, fishing, boating and water-skiing. During winter months, ice-skating, skiing and tobogganing are within a few miles of the Center.

If you wish to catch up on some reading, a unique self-service lending library offers a choice of paperback books.

A Hi-Fi system in the lobby provides a wide selection of classical and popular music.

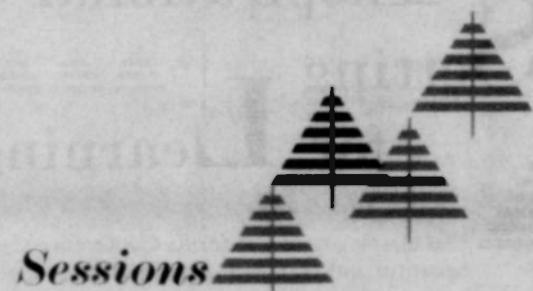
Lake Arrowhead Village, 4½ miles from the Center, is complete with theater, market, drug store, post office, bank, laundry, beauty and sportswear shops. Churches of major denominations are represented. A modern hospital is one mile from the Conference Center.

Conferences at the Center are usually set up through a University Extension Conference Coordinator. Generally, the planning includes identifying the specific educational needs of the group which leads to deciding on the nature and content of the program. Then, the faculty may be drawn from the University, other educational institutions, the participating organizations and perhaps nationally-known experts in the fields related to the conference. These develop the detailed plan with University Extension and any participating groups publicizing the conference.



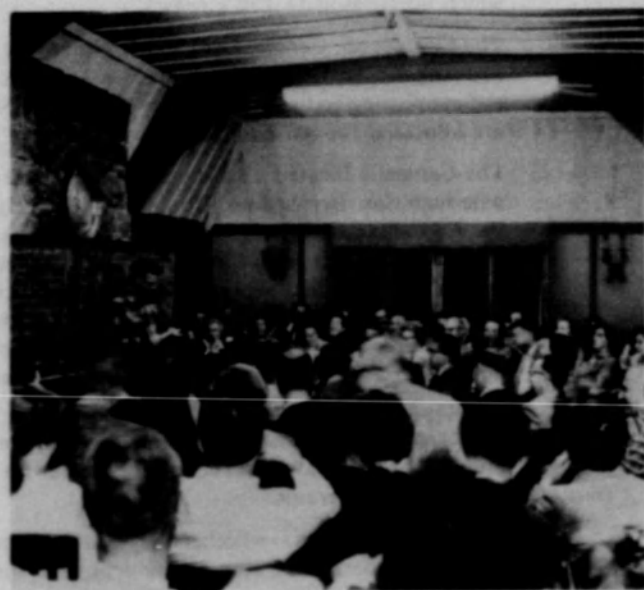


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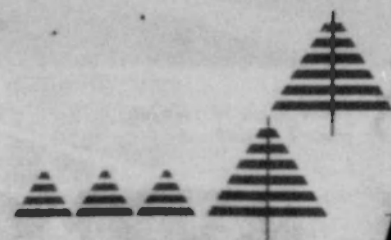


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All participants have a common interest in the subject of the conference. Conventional barriers to communication soon disappear, bringing free interchange of experience and opinions.



Discussion

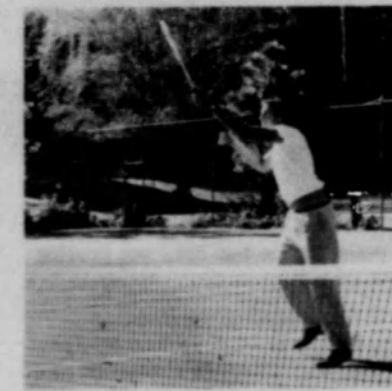
Away from the distractions of business or everyday home responsibilities, away from crowded campuses and formal classrooms, participants experience a learning process that has greater impact and depth. Subject matter becomes more alive and exciting. Opportunity is usually allowed for reflection, discussion or further study.



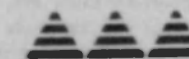
Between sessions, pleasant surroundings are conducive to further study, discussions or just enjoying the mountain scene.



Evenings bring social recreation: cards, talk or impromptu entertainment.



...For recreation, by day, there's the swimming pool, putting green, tennis, marked woodland trails, the lake.



Relaxation You will enjoy your leisure at Arrowhead. In its friendly atmosphere you easily become acquainted with the others in your conference group.

A heated swimming pool is open between June 1 and September 30, or later. Carefully planned hiking trails invite you to enjoy the beautiful wooded area surrounding the Center. Shuffleboard, horseshoe pits, ping-pong, a spacious lawn for informal sports, as well as tennis courts and putting green are available on the grounds.

Nearby are facilities for horseback riding, golf, fishing, boating and water-skiing. During winter months, ice-skating, skiing and tobogganing are within a few miles of the Center.

If you wish to catch up on some reading, a unique self-service lending library offers a choice of paperback books.

A Hi-Fi system in the lobby provides a wide selection of classical and popular music.

Lake Arrowhead Village, 4½ miles from the Center, is complete with theater, market, drug store, post office, bank, laundry, beauty and sportswear shops. Churches of major denominations are represented. A modern hospital is one mile from the Conference Center.

Conferences at the Center are usually set up through a University Extension Conference Coordinator. Generally, the planning includes identifying the specific educational needs of the group which leads to deciding on the nature and content of the program. Then, the faculty may be drawn from the University, other educational institutions, the participating organizations and perhaps nationally-known experts in the fields related to the conference. These develop the detailed plan with University Extension and any participating groups publicizing the conference.





The main lodge, below, is surrounded by cottages accommodating 120 people.



Facilities



Facilities for both large and small meetings are provided in the spacious Administration Building and the surrounding units. Large meetings are usually held in either of the two lounge rooms in the Administration Building, or, in warm weather, in its large covered patio. Meals are also served here in the two dining rooms.

Guests live in the twelve buildings and cottages which surround the Administration Building. They are accommodated in double rooms, with a few larger rooms housing three persons. Furnishings of the cottages and living units are simple but comfortable. Many of the rooms have private baths. Others have easy access to toilet facilities. All buildings are

heated and have hot and cold running water. The Center provides maid service but does not provide room service. Pets are not permitted.

Normal Schedule

Breakfast: 8:00 am; Lunch: 12:00 m; Dinner: 6:30 pm.
Check-Out Time: 1:30 pm. Check-In Time: 3:00 pm.

Cost and Arrangements

The living cost is \$12.50 per day, which includes lodging, three meals and use of the Center facilities. Any tuition or program costs are, of course, additional. Arrangements can be made either to collect the fees from the participants at the conclusion of the conference or to bill participating organizations for the costs.

Because of limited facilities, some conferences cannot accommodate families of participants. The coordinator of a particular conference will supply this information. There are numerous resorts in the area which can house families or friends. A list of these resorts is available upon request.

Dress

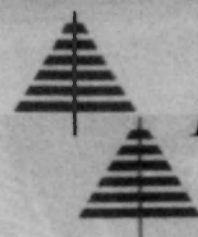
Dress is informal. Participants should be prepared for a wide range of temperatures because of the mountain setting. Jackets and light coats are frequently needed for summer evenings; heavier clothing in the winter. Average temperatures: January—High 40-50°, Low 30°; July—High 85°, Low 50°.

Your Conference Meeting Address

c/o the Conference you are attending,
University of California Residential Conference
Center, Lake Arrowhead, California
Telephone: Lake Arrowhead 778 or 779.

For Further Information

Call or write: Arrowhead Center Coordinator,
University Extension, University of California,
Los Angeles 24, Calif. Telephone: BRadshaw 2-6161,
or GRanite 3-0971, Extension 721.



How to Reach the Center

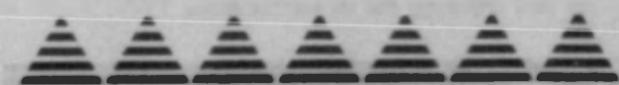
The Center is located 85 miles east of Los Angeles, 27 miles from San Bernardino, the nearest bus, train and helicopter terminal.

CAR: Excellent all-year highways are shown on the map and in the picture route. The drive takes an average of 2½ hours from Los Angeles with freeway driving most of the way. During the winter months (late December-March) visitors should check with the California Highway Department or local auto club regarding road conditions. Chains are rarely necessary.

BUS: Los Angeles Metropolitan Transit Authority busses go regularly to San Bernardino. Roesch Lines operates busses from San Bernardino to Lake Arrowhead Village twice daily in summer and daily in winter. Arrangements for being met in the Village and driven to the Center, 4½ miles away, should be made in advance with your conference coordinator.

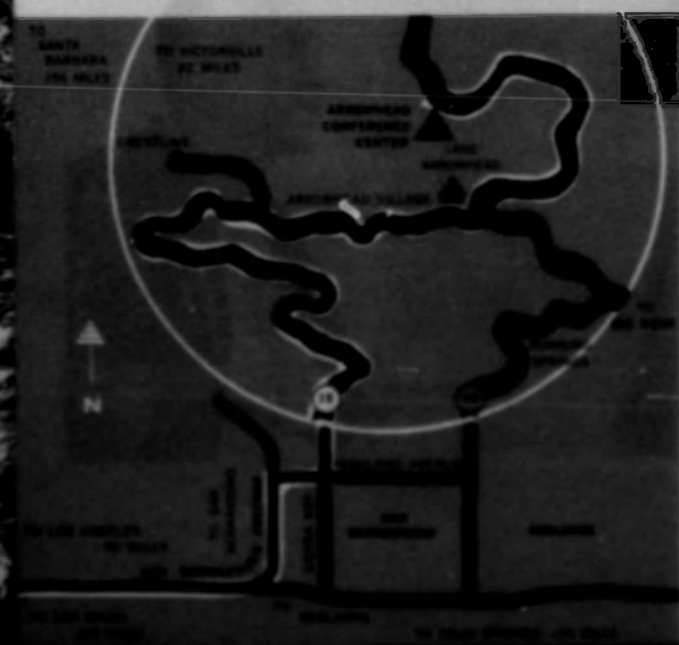
TRAIN: Santa Fe, Union Pacific and Southern Pacific trains stop at San Bernardino, 27 miles from Lake Arrowhead. See above for bus service.

AIR: Los Angeles provides helicopter service to San Bernardino. Western Airlines provides plane service to Ontario. Bonanza Airlines to Ontario and Riverside. Los Angeles Transit Authority maintains bus service between Ontario, Riverside and San Bernardino.



From Route 30, City Creek Road, turn left to Arrowhead at Running Springs. Turn right at intersection shown in Picture Number 5.

From Crestline, proceed to entrance to Arrowhead Village shown in Picture Number 6.



1 From Los Angeles take San Bernardino Freeway, 0.2 miles from L. A. interchange, leave freeway, turn left on East-Bound Route 15 freeway.



2 Four miles later leave freeway at Highland Avenue, still following Route 18.



3 As you exit from freeway, turn right on Highland Avenue, Route 18.



4 One mile later, turn left on Sierra Way following Route 18. Continue on all-weather road "Rim of the World Drive" up the mountain for 21 miles.



5 Leave Route 15, turn left toward Arrowhead.



6 At entrance to Arrowhead Village turn right following North Shore Road, 4½ miles to Center.



7 Continue on North Shore Road.



8 Pass boat landing at east end of lake, continue on North Shore Road.



9 One mile past boat landing, turn sharp left to Conference Center. After passing tennis courts on right, turn sharp right to Administration Building and parking area.

Inspirational Setting for Learning



The University of California Conference Center provides a beautiful and secluded setting for many University Extension programs: conferences, seminars, professional meetings, study groups. In addition, it is made available for educational meetings and conferences of governmental organizations. It consists of a main lodge and twelve surrounding cottages, which accommodate 120 guests.

The Conference Center, a gift to the University from the Los Angeles Turf Club, is operated on a completely self-supporting basis by University Extension. No state funds are allocated for its maintenance.

The Center is located on the shore of Lake Arrowhead in the mile-high San Bernardino Mountains. The relative seclusion of the Conference Center gives participants in its programs an opportunity to study, live and dine together away from normal business and social distractions. Participants are able to concentrate their attention on the subject matter of the conference in an atmosphere conducive to reflection, new ideas and a more profound learning experience.

Testimony to the success of the residential conferences is demonstrated by the large number of individuals and groups who have returned to the Center for additional educational programs.

Certain conferences—whether they deal with business, education, liberal arts, community problems, medical or scientific subject matter—have been particularly successful at Arrowhead. These conferences have had one or more of the following characteristics:

- ▲ Intensive learning achieved in a short space of time
- ▲ Full, unrestrained participation in small group discussion as well as attendance at formal lectures
- ▲ Interchange of knowledge and experience among experts in a particular field
- ▲ Opportunity to take a "fresh" look at new problems in the stimulating environment of the Center.



University of California
Conference Center / Lake Arrowhead



From the Desk of:

BERNIECE HEFFNER

9-22-64

Date

Mr. Gibbons :

Mr. Roswell, Vice Pres of Weber
Showcase phoned today re their
invitation to you to address their
group in late October.

Mr. Roswell would like to have you
forward the " Title of your speech " -
and also have a biographical sketch
so that he can start publicity, building
attendance at the meeting.

His address is 5700 Avalon Blvd.,
Los Angeles, Cal. He asks that you
get this material to him at your
earliest convenience.

Berniece.

*Per call of 9/24
Mr. Roswell is affiliated
w/ UCLA group.*

7/16
UNIVERSITY OF CALIFORNIA

UNIVERSITY EXTENSION
813 SOUTH HILL STREET
LOS ANGELES 14, CALIFORNIA

August 14, 1964

Mr. Harold Cibbons
Vice President
Teamsters Union
25 Louisiana Avenue N.W.
Washington D. C.

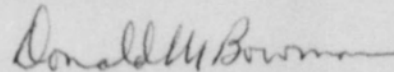
Dear Mr. Cibbons:

The University of California is highly honored that you have agreed to participate in the Executive Alumni Association Conference which will be held October 22-24 at Lake Arrowhead, California.

We would like you to speak on Thursday evening, October 22. If you would care to tell us of your flight plans, we would be most willing to arrange for your transportation from the Los Angeles International Airport to Lake Arrowhead and then back again, so you can make your Friday appointments.

Your participation will bring an important message to business leaders in Southern California. I am looking forward to your visit.

Cordially,



Donald M. Bowman, Coordinator
Business Administration Extension

DMB:jc

Tel
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WESTERN UNION

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Tel
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CALL
LETTER

MDV

CHARGE
TO

Int. Brotherhood of Teamsters

Donald M. Bowman, Coordinator

Page 1 of 2 Pages

Business Administration Extension ADMINISTRATIVE FILE

813 South Hill Street

Los Angeles 14, California

California University
Administration

Re Mr. Harold Gibbons speech at your Executive Alumni Association Conference October 22nd, I would appreciate the following information in order to make travel arrangements - (1) how long does it take to drive from Los Angeles to Lake Arrowhead, (2) what time is Mr. Gibbons scheduled to speak; (3) what time on the evening of the 22nd would he be able to leave the Conference, and (4) would someone be available to drive Mr. Gibbons back to Los Angeles that night.

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

1267—(K 4-55)

Telefax

WESTERN UNION

SENDING BLANK

Telefax



CALL TO	MDV	CHARGE TO	Int'l. Brotherhood of Teamsters
Page 2 of 2 Pages			
<p>This information is necessary since it is imperative for Mr. Gibbons to return this same evening due to urgent business in St. Louis on October 23rd.</p>			
<p>Mary H. McIntosh Secretary to Mr. Gibbons</p>			

HJG/mc

Send the above message, subject to the terms on back hereof, which are hereby agreed to

PLEASE TYPE OR WRITE PLAINLY WITHIN BORDER—DO NOT FOLD

1249—(R 4-55)

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AD
WU TELTEX LSA

IBOF TDC WSH

TLX PD WASHINGTON DC SEPTEMBER 22, 1964

DONALD M. BOWMAN, COORDINATOR
BUSINESS ADMINISTRATION EXTENSION
813 SOUTH HILL STREET
LOS ANGELES 14, CALIFORNIA

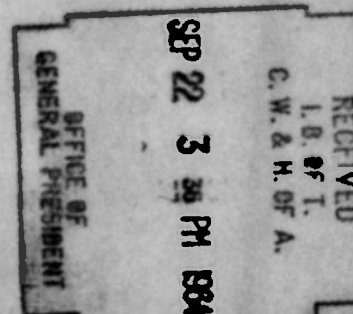
DO NOT PHONE

RE MR. HAROLD GIBBONS SPEECH AT YOUR EXECUTIVE ALUMNI
ASSOCIATION CONFERENCE OCTOBER 22ND, I WOULD APPRECIATE
THE FOLLOWING INFORMATION IN ORDER TO MAKE TRAVEL ARRANGE-
MENTS - (1) HOW LONG DOES IT TAKE TO DRIVE FROM LOS ANGELES
TO LAKE ARROWHEAD, (2) WHAT TIME IS MR. GIBBONS SCHEDULED
TO SPEAK; (3) WHAT TIME ON THE EVENING OF THE 22ND WOULD HE
BE ABLE TO LEAVE THE CONFERENCE, AND (4) WOULD SOMEONE BE
AVAILABLE TO DRIVE MR. GIBBONS BACK TO LOS ANGELES THAT NIGHT.
THIS INFORMATION IS NECESSARY SINCE IT IS IMPERATIVE FOR MR.
GIBBONS TO RETURN THE SAME EVENING DUE TO URGENT BUSINESS IN
ST. LOUIS ON OCTOBER 23RD.

MARY H. MCINTOSH
SECRETARY TO MR. GIBBONS

WU TELTEX LSA

IBOF TDC WSH



CF

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES 24, CALIFORNIA

September 12, 1963

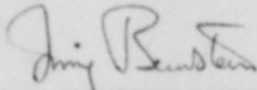
Mr. L. N. Steinberg, Personal Representative
to the General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Steinberg:

I am sorry to learn that Mr. Hoffa
will be unable to come to UCLA because of
the trial in Nashville, Tennessee.

Please bear in mind that we are inter-
ested in having him visit us when the first
opportunity presents itself.

Yours sincerely,



Irving Bernstein
Associate Director

IB:rg

ADMINISTRATIVE FILE ✓

California University of
- X Bernstein, Irving
- X Invitation

ADMINISTRATIVE FILE

California University of C.F.
X Bernstein, Irving
X Admission

September 5, 1963

Mr. Irving Bernstein
Associate Director
Institute of Industrial Relations
University of California
Los Angeles 24, California

Dear Mr. Bernstein:

This will acknowledge receipt of your letter dated September 3. Unfortunately for all concerned, Mr. Hoffa's itinerary has been reshuffled through no fault of his.

Obviously, you are not aware of the fact that the Justice Department has set October 14 as his trial date to begin in the City of Nashville, Tennessee. The charge is that he allegedly tampered with members of the jury that tried his last October, November and December.

Should the above-mentioned trial date be postponed, I will communicate with you and try to arrange a date that would be mutually convenient. I am sorry, but that is all I can do at the moment.

Yours sincerely,

L. N. Steinberg
Personal Representative
to the General President

LMS:ja

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES 24, CALIFORNIA

September 3, 1963

Mr. L. M. Steinberg
Personal Representative to the
General President
International Brotherhood of
Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Steinberg:

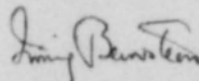
You will recall that last spring I invited Mr. Hoffa on behalf of the Institute of Industrial Relations at UCLA to address our student body. It was, unfortunately, not possible to work this out in the spring and you suggested by your letter dated April 26 that I get in touch with you in the early fall for this purpose.

We have in mind a general meeting at noon in the large hall of the Student Union which is convenient for students. It should be held on a Monday, Wednesday, or Friday because more students are on the campus on those days. Would you be good enough to check Mr. Hoffa's schedule to determine whether a date can be worked out in the next month or two? You might suggest alternatives so that we could have a little flexibility in getting the room.

I think we should plan the meeting for about one hour, perhaps half to be consumed by an address and the other by a question period. At the conclusion of the session, the Institute would like to arrange a luncheon for Mr. Hoffa and his party in the Faculty Center with those members of the faculty who are interested in labor problems. No speech would be called for here but I think there might be a discussion for perhaps thirty to sixty minutes at the conclusion of lunch.

Please let me know what you can work out at your earliest convenience so that we can arrange for the room and for publicity.

Yours sincerely,



Irving Bernstein
Associate Director

IB:rr

26
4/1

UNIVERSITY OF CALIFORNIA
INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES 24, CALIFORNIA

ADMINISTRATIVE FILE ✓

California University of
X Bernstein, Irving
X Invitation

May 1, 1963

Mr. L. N. Steinberg
Personal Representative to
the General President
International Brotherhood of
Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Steinberg:

Thank you very much for your letter of
April 26. I shall be in touch with you
after Labor Day to arrange for a visit
by Mr. Hoffa to the UCLA campus.

Yours sincerely,

Irving Bernstein

Irving Bernstein
Associate Director

IB:rr

RECEIVED
MAY 14 8 3 AM '63
INSTITUTIONAL RELATIONS

ADMINISTRATIVE FILE

California, University of
X Bernstein, Irving
X Invitation

LNS/mr April 26, 1963

Mr, Irving Bernatain, Associate Director
Institute of Industrial Relations
University of California
Los Angeles 24, Calif.

Dear Mr. Bernstein:

Your letter addressed to President Hoffa,
dated April 23, inviting him to address the students
of the Institute of Industrial Relations at the
University of California, is hereby acknowledged.

Let me assure you that President Hoffa is
very much interested in speaking to the above
mentioned group. However, it is impossible for
him to make a very definite commitment at this
early date.

I would suggest that you again communicate
with this office sometime in the early part of
September, and I will do everything in my power
to organize his itinerary in such a way that it
will be possible for him to be there sometime during
the month of September or October.

Yours sincerely,

L. N. Steinberg
Personal Representative
to the General President

LNS/mr

*Original material
in file 4/24/63*

April 26, 1963

Mr. Irving Bernstein, Associate Director
Institute of Industrial Relations
University of California
Los Angeles 24, Calif.

Dear Mr. Bernstein:

Your letter addressed to President Hoffa, dated April 23, inviting him to address the students of the Institute of Industrial Relations at the University of California, is hereby acknowledged.

Let me assure you that President Hoffa is very much interested in speaking to the above mentioned group. However, it is impossible for him to make a very definite commitment at this early date.

I could suggest that you again communicate with this office sometime in the early part of September, and I will do everything in my power to organize his itinerary in such a way that it will be possible for him to be there sometime during the month of September or October.

Yours sincerely,

L. M. Steiner
Personal Representative
to the General President

LMB/or

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES 24, CALIFORNIA

April 23, 1963

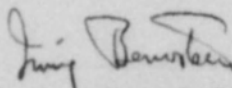
Mr. James R. Hoffa
General President
International Brotherhood of
Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Hoffa:

I regret very much to learn that you will be unable to accept our invitation to address the student body at UCLA next month. I gather from the wording of your letter of April 16 that this is because of personal commitments rather than any general unwillingness to come out here.

Could we persuade you to make this address in the early fall under essentially the same terms described in my earlier telegram. I would suggest the latter part of September or the month of October as appropriate times. It should be on a Monday, Wednesday, or Friday because they are the days on which the majority of students are present on the campus.

Yours sincerely,



Irving Bernstein
Associate Director

IB:rr

RECEIVED
APR 24 8 54 AM 1963
INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES 24, CALIFORNIA

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES 24, CALIFORNIA

April 23, 1963

Mr. James R. Hoffa
General President
International Brotherhood of
Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Hoffa:

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Could we persuade you to make this address in the early fall under essentially the same terms described in my earlier telegram. I would suggest the latter part of September or the month of October as appropriate times. It should be on a Monday, Wednesday, or Friday because they are the days on which the majority of students are present on the campus.

Yours sincerely,

Irving Bernstein
Associate Director

IB:rr

ADMINISTRATIVE FILE

California, University of
X Bernstein, Irving
X Invitation

16 April 1963

Mr. Irving Bernstein
Associate Director
Institute of Industrial Relations
University of California
Los Angeles 27, California

Dear Mr. Bernstein:

I am in receipt of your telegram which was sent to my Washington office and forwarded to me here in the city of Philadelphia.

At the present time my itinerary is uncertain for the month of May due to circumstances here beyond my control, therefore I am unable to accept your invitation to address the student body of UCLA at this time.

Yours truly,

James R. Hoffe
General President

JRH:gw
Enc.

16 April 1963

Mr. Irving Bernstein
Associate Director
Institute of Industrial Relations
University of California
Los Angeles 27, California

Dear Mr. Bernstein:

I am in receipt of your telegram which was sent to my Washington office and forwarded to me here in the city of Philadelphia.

At the present time my itinerary is uncertain for the month of May due to circumstances here beyond my control, therefore I am unable to accept your invitation to address the student body of UCLA at this time.

Yours truly,

James R. Hoffa
General President

JRH:GW
Enc.

Telefax **WESTERN UNION** *Telefax* ↑

ALLN199 041911 L3337

L 112030 DL PD TEL WAK WEST LOS ANGELES CALIF 9 1005A PST 2 52
JAMES R. MEYER, PRESIDENT, INTERNATIONAL BROTHERHOOD OF TEAMSTERS
TEAMSTERS BUILDING WASHDC

ON BEHALF OF INSTITUTE OF INDUSTRIAL RELATIONS AT UCLA WITH
TO INVITE YOU TO ADDRESS UCLA STUDENTS AT NOON ON EITHER MONDAY
MAY 13 OR WEDNESDAY MAY 15 1963 THE TOPIC SHOULD BE SOME ASPECT
OF THE CURRENT LABOR SITUATION IN THE UNITED STATES MEETING
WOULD BE HELD IN GRAND BALLROOM OF STUDENT UNION ORIOLE CAMPUS
WOULD BE FOLLOWED BY LUNCHEON AND SEMINAR WITH INTERESTED FACULTY
MEMBERS PLEASE LET US KNOW AT YOUR EARLIEST CONVENIENCE WHETHER YOU
CAN ACCEPT THIS INVITATION

IRVING ROSENSTEIN ASSOCIATE DIRECTOR INSTITUTE OF INDUSTRIAL
RELATIONS UNIVERSITY OF CALIFORNIA LOS ANGELES 27 CALIF

14 13 13 1963

1963 APR 9 PM 3

WESTERN UNION

LLH199 0A193 LB337

L LL7032 OL PD TOL WUX WEST LOS ANGELES CALIF 9 1026A PST 52
JAMES R HOFFA, PRESIDENT, INTERNATIONAL BROTHERHOOD OF TEAMSTERS
TEAMSTERS BUILDING WASRDC

ON BEHALF OF INSTITUTE OF INDUSTRIAL RELATIONS AT UCLA WISH
TO INVITE YOU TO ADDRESS UCLA STUDENTS AT NOON ON EITHER MONDAY
MAY 13 OR WEDNESDAY MAY 15 1963 THE TOPIC SHOULD BE SOME ASPECT
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WOULD BE HELD IN GRAND BALLROOM OF STUDENT UNION ON UCLA CAMPUS
WOULD BE FOLLOWED BY LUNCHEON AND SEMINAR WITH INTERESTED FACULTY
MEMBERS PLEASE LET ME KNOW AT YOUR EARLIEST CONVENIENCE WHETHER YOU
CAN ACCEPT THIS INVITATION

IRVING BERNSTEIN ASSOCIATE DIRECTOR INSTITUTE OF INDUSTRIAL
RELATIONS UNIVERSITY OF CALIFORNIA LOS ANGELES 27 CALIF

14 13 15 1963.

1963 APR 9 PM 31

TELEGRAM

**James R. Hoffa, President
International Brotherhood of Teamsters
Teamsters Building
Washington, D.C.**

**On behalf of Institute of Industrial Relations at UCLA wish
to invite you to address UCLA students at noon on either
Monday May 13 or Wednesday May 15 1963 the topic should be
some aspect of the current labor situation in the United
States meeting would be held in grand ballroom of student union
on UCLA campus would be followed by luncheon and seminar with
interested faculty members please let me know at your earliest
convenience whether you can accept this invitation.**

**Irving Bernstein
Associate Director
Institute of Industrial Relations
University of California
Los Angeles 27, California**

California, Univ. of

X

February 11, 1963

C
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P
Y

Mr. John Hutchinson
Coordinator of Labor Programs
University of California
Community Services
Institute of Industrial Relations
Berkeley 4, California

Dear Mr. Hutchinson:

Your letter of February 6 addressed to General President Hoffa has been referred to me for reply in his absence.

I am sure that Mr. Hoffa would be glad to talk with Mr. Edwin Miller if a mutually agreeable date can be arranged.

It would be helpful if Mr. Miller were to send me a copy of the letter he proposes to send to Mr. Hoffa. We will be glad to cooperate in any way possible.

Very truly yours,

Abraham Weiss
Economist

AW/lp

cc: Mr. J. R. Hoffa

February 11, 1963

Mr. John Hutchinson
Coordinator of Labor Programs
University of California
Community Services
Institute of Industrial Relations
Berkeley 4, California

Dear Mr. Hutchinson:

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Very truly yours,

Abraham Weiss
Economist

AW/lp

cc: Mr. J. R. Hoffa ✓

UNIVERSITY OF CALIFORNIA

COMMUNITY SERVICES
INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

February 6, 1963

Mr. James Hoffa
President
International Brotherhood of Teamsters
25 Louisiana Avenue, N. W.
Washington 1, D. C.

Dear Mr. Hoffa:

A graduate student by the name of Edwin Miller is working on his doctoral thesis here at Berkeley, and he is interested in obtaining the cooperation of your union for the purposes of his research. Miller is interested in the question of how elected and appointed officials of national unions look at their jobs. He is concerned with how trade union officers view their positions within their unions, the labor movement, and the community. In essence, how does the union leader look at his position, and how does he react to the pressures and opportunities for accomplishment within his role as a union officer

Mr. Miller has indicated that he, too, plans to write to you in the near future and expand on the purpose of the thesis, the scope of analysis, and the methodology to be used. To me this seems to be the type of research that is valuable and may merit the attention and cooperation of the labor movement. I would appreciate any assistance that you can offer Miller.

Sincerely yours,

John Hutchinson

John Hutchinson
Coordinator of Labor Programs

JH:nef

ADMINISTRATIVE FILE

California, Univ. of

X

X

INSTITUTE OF INDUSTRIAL RELATIONS
PUBLICATIONS OF THE

INSTITUTE OF INDUSTRIAL RELATIONS

LABOR'S POWER IN AMERICAN SOCIETY

by

IRVING BERNSTEIN

Reprint No. 112

UNIVERSITY OF CALIFORNIA
LOS ANGELES 24, CALIFORNIA

1962

PUBLICATIONS OF THE
INSTITUTE OF INDUSTRIAL RELATIONS
LOS ANGELES

Books

Obtainable from the University of California Press, Berkeley:

- The New Deal Collection: Bargaining Policy*, by Irving Bernstein (1938). Cloth, 30; paper, 20
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(Continued on back cover)



LABOR'S POWER IN AMERICAN SOCIETY

IRVING BERNSTEIN

Just how powerful is the American labor movement politically and economically? Is it really possible for Jimmy Hoffs to blow the strike whistle and the up commodity deliveries all over the country? How effective is the AFL-CIO lobby? Can a political candidate ever count on the labor vote? Here are the surprising facts and figures presented by an informed observer.

At present, the labor movement is in a position of great strength. It is the only organized force in the country that can be counted on to support the government in its fight against the forces of reaction. The labor movement is the only force that can be counted on to support the government in its fight against the forces of reaction.

How Powerful is AFL-CIO?

When the American Federation of Labor and the Congress of Industrial Organizations merged in December 1955, the National Association of Manufacturers warned that a powerful new force would be created with the power to attack the nation. At the time this warning

was made, the labor movement was the only organized force in the country that could be counted on to support the government in its fight against the forces of reaction. The labor movement is the only force that can be counted on to support the government in its fight against the forces of reaction.

In my first discussion here I shall try to do three things: first, to show in a general way how the labor movement has gained its power; second, to show how the labor movement has gained its power; and third, to show how the labor movement has gained its power.

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LABOR'S POWER IN AMERICAN SOCIETY

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In recent years there has been increasing concern over the growth of big business, big government, big labor, and its implications for excessive concentrations of power in the American society. Since the McClellan Committee hearings, organized labor in particular has been branded as a serious threat.

In my brief discussion here, I shall try to do three things: first, analyze in a general way and assess the market power of the trade union—its economic power; second, do the same for its political power; and third, because

of current special interest, devote some attention to the position of the Teamsters Union. Before getting into my main task, however, I should like to summarize a few facts about the nature of the American labor movement.

How Powerful Is AFL-CIO?

When the American Federation of Labor and the Congress of Industrial Organizations merged in December 1955, the National Association of Manufacturers warned that a monolith had been created with the power to strangle the nation. At the time, this seemed

a somewhat unwarranted statement, in the retrospect of history it is completely preposterous.

The AFL-CIO, with insignificant exceptions, does not engage in the main business of American unionism, namely, collective bargaining. It has no agreements in the basic industries and has no capability of shutting them down through a strike. Fundamentally it is a political, essentially a lobbying, organization, and a public relations organization as well.

At one time the Labor Federation played an important role in the definition and granting of jurisdiction to the various unions which were affiliated with it. For a variety of reasons which need not concern us here, its ability to do so now has been significantly reduced. It is no trade secret that the AFL-CIO is plagued with jurisdictional disputes and is virtually powerless to impose settlements upon strong disputants.

Further, the AFL-CIO has been slipping in relation to the total size of organized labor in this country. In 1955,

at the time of the merger, the unions affiliated with the AFL-CIO had about 15 million members out of approximately 17,750,000 in all unions—roughly 85 percent. By 1960 the AFL-CIO had fallen to about 13 million and the total size of the labor movement had grown to almost 18.6 million, so that the AFL-CIO was down to about 70 percent.

Professor Bernstein, who teaches Political Science and is Associate Director of the Institute of Industrial Relations at the University of California, Los Angeles, is an author and an arbitrator of labor-management disputes. He has been associated with several United States government labor agencies, most recently as chairman of the San Francisco Wage Stabilization Board during the Korean conflict. In World War II he served in a military capacity with the Office of Strategic Services. He is the author of The Lean Years, Hollywood at the Crossroads, and Arbitration of Wages.

Expulsion of Teamsters

There are a variety of reasons for this: the expulsion of the Teamsters, the largest union in the federation; the decline, in size, of affiliated unions, particularly those in manufacturing industries; the failure of organizational drives, such as the recent attempt to organize agriculture in California, and the growth of unaffiliated organizations.

Furthermore, these 16.6 million organized workers in 1960 were only a little over 26 percent of the 71 million in the civilian labor force, and only 35 percent of the 53 million nonagricultural employees. In comparison with other advanced democratic nations, the extent of organization in the United States is low, not high.

Moreover, the growth of the labor movement, which was relatively continuous between 1933 and 1956, appears to have come to a halt in the latter year. The membership of all unions in this country remained remarkably steady at about 16.5 million between 1956 and 1960.

The power to bargain collectively and so to strike, which seems to me the key way in which labor unions express their power, is confined to the national and international unions and, by their delegation, to their subsidiary organizations—area councils and local unions. In 1958 there were 186 national and international unions in the United States. Most were small; many of them were exceedingly small. Just two had over one million members, the Teamsters and the Automobile Workers. Only five others had more than 500,000 members. They were the Machinists, the Steelworkers, the Carpenters, the International Brotherhood of Electrical Workers, and the United Mine

Workers of America. These 186 national and international unions together had more than 78,000 local unions affiliated with them.

Few Contracts National in Scope

The Bureau of Labor Statistics estimated for 1958 that the total number of collective bargaining agreements which all these organizations had was in excess of 150,000. The overwhelming majority of these agreements, of course, were made by local unions and by area councils. The exact proportion of nation-wide agreements is not known, but it must have been extremely small, certainly not more than two percent of the total number of agreements and probably less than one percent.

Of course, measured by number of employees covered, the percentage would go up considerably, but in terms of the number of agreements, it is an infinitesimal fraction of the total. Thus the capability of shutting down a whole national industry is severely restricted.

Decentralization of Bargaining

This decentralization of the bargaining function within the labor movement makes for a considerable provincialism within labor leadership. Do not underestimate the ignorance of even a prominent trade unionist about matters outside his own industry.

Further, union leaders are in politics—labor politics—and they mend their own fences. Mr. Meany does not speak to Mr. Hoffa, Mr. Hoffa does not speak to Mr. Reuther, Mr. Reuther speaks to Mr. McDonald only with distaste, and Mr. Lewis speaks to no one but God.

Let us turn now to the question of market power. This, of course, is the

payoff for the trade union in the American context—to win through the collective bargaining agreement the wages, hours, and working conditions that its members want, the union security which is the institutional need of the organization for its own survival; and, in the grievance procedure, a system of contract enforcement or what Sumner Slichter referred to as industrial jurisprudence.

Power of the Bargaining Table

Here there can be no doubt that American unions have enjoyed significant market power and have been very largely successful in winning their goals. Wages have been raised to exceedingly high levels, by comparison with those in other nations. Hours are at levels consonant with health and good citizenship. Most workers covered by collective agreements enjoy the standard fringe benefits: vacations and holidays with pay, shift differentials, premiums for onerous or hazardous work, call-out pay, etc.

A great many enjoy as well the more sophisticated fringes which have emerged in recent years: pensions, health and welfare plans, even in a few cases extending to dental and psychiatric care, unemployment insurance, severance pay, and so on. The grievance procedure culminating in arbitration is almost universally accepted under collective bargaining as practiced in the United States. Substantially the same can be said of the union shop and, to a lesser extent, of other forms of union security.

The ultimate sanction of the union in seeking these aims has been, of course, the strike. This is the show of power by use of a weapon which may damage not only the employer in the course of a labor dispute, but also po-

tentially the public. There is a tendency, however, to exaggerate the incidence of strikes. Of the more than 150,000 agreements which were in effect in 1958, one may assume that a minimum of 75,000 expired during that year. There were some, of course, which were for two-year or three year or conceivably even five-year terms, but I suspect they were in the minority. Certainly, at least 75,000 of them expired in 1958, and in that year there were 3,964 work stoppages or 5.3 percent of these agreements at most.

95% of Labor Disputes Settled Without Strikes

Thus the great majority—almost 95 percent of them—were settled without the necessity for a work stoppage. Of the total amount of working time by all workers in the American labor force in 1958, only 22/100 of 1 percent was spent in a strike or a lockout. This was less, probably considerably less, than the time lost due to illness or layoff.

Measured by this yardstick, even our worst strike years yield surprisingly low figures. In 1937, which was an extremely high strike year, the percentage of working time lost because of work stoppages was 43/100 of 1 percent. In 1945, another very bad year, it was 47/100 of 1 percent. In 1946, the worst year for which we have statistics, it went over 1 percent to 1.43. In 1960, it was 17/100 of 1 percent.

Furthermore, the strike weapon in all the democratic nations is apparently moving into a stage of atrophy, if we are to credit the studies of Arthur Ross on this point. His figures for the United States published in Ross and Hartman's *Changing Patterns of Industrial Conflict* show that the number of strikers as a proportion of the number of union members has fallen

steadily and very sharply since the beginning of the present century.

There are a number of interesting reasons for this, but I will mention only a few here. Historically, strike proneness tends to cluster in certain industries and it does so internationally. The same industries have a similar incidence of strikes in democratic nations all over the world. Examples are coal mining, longshoring, and textiles. Over a long span of time these industries have exhibited a very high strike rate in the United States. But look what has happened in the past decade. The last nation-wide coal strike ended in February 1950. We used to be able to count on a coal strike every two years, but we don't have nation-wide coal strikes any more.

We have had no coast wide longshore strike on the Pacific Coast since 1948. Prior to that time the Longshoremen's Union and the Waterfront Employers Association never reached an agreement without either having a strike or going to arbitration. There have been very few important textile strikes in the past decade.

Technology Dulls Strike's Impact

Further, it is becoming increasingly difficult for unions to win strikes. Virtually every industry in the United States today has a sustained overcapacity. In a recent statement, for example, Crawford H. Greenewalt, president of the Du Pont Company, the largest chemical manufacturing concern in the United States with thousands of products, said there is not a single Du Pont product which is not presently in a state of overcapacity, and he suspects that this is characteristic of every other firm in the chemical industry. Hence a strike is not nearly

so damaging as it would be if the demand were higher. In many industries, as we have learned in recent years, there have to be layoffs in order to compensate for overcapacity.

The development of a high technology and particularly of automation, especially in the last decade, has significantly impaired the ability of the union to win a strike in certain industries. In the telephone industry, in oil, in chemicals, where you have continuous, automated operations, it is relatively simple to maintain operations in the face of a strike in the short run.

Moreover, there is increasing inter-industry substitution of products and services. This means the public impact of a strike is diminished to the extent that one product or service can be substituted for another which has been cut off by a work stoppage.

To take an extreme illustration, seventy-five years ago the American economy depended overwhelmingly for its energy upon bituminous coal. Now, of course, this is no longer the case. We have petroleum, natural gas, hydroelectricity, and the prospect of atomic energy. As these new substitutes come in, the capacity of the coal miners' union to put pressure on the public is diminished.

While strikes in sensitive industries can do serious damage locally in hospitals, in distribution, and the like, we have a recent illustration in Los Angeles of a work stoppage in the meat-packing industry which apparently had no impact whatever upon the local availability of meat products. Certainly there are many industries and services in which a work stoppage could do serious harm to a local community. But, in my judgment, the nation-wide dangers are not very great.

Few Chances for National Strikes

There are only three industries which provide essential products or services that are sold in a national market which are highly unionized, engage in industry-wide bargaining in fact or in form, and have uniform collective bargaining agreement expiration dates. These three industries are coal, steel, and railroads. Coal and steel, of course, may be and are inventoried in anticipation of a work stoppage, and all three industries have competitive substitutes which are self-evident.

A decade ago, it seemed that the unions had exploited their market power so effectively as to build in perpetual improvements in wages, hours, and working conditions which would go on endlessly. In more recent years serious leakages have developed in this system. As wages have risen, employers have found it less costly to substitute machines for men.

Substitutes for Manpower

This technological displacement has caused severe structural unemployment in many industries in this country, which has had the effect of dampening the rate of wage advance. More important, the unions are virtually helpless to deal with this through their market power. It is, I think, beyond collective bargaining to cope with the displacement of men by machinery.

Similarly, in the last half decade, we have witnessed foreign competition on an increasing scale from both an economically revived Europe and the Far East, which have taken markets away from American industry abroad and at home and jobs away from American workers.

Again, the unions' market power

through collective bargaining to deal with this question is virtually nil. Only the state is competent to cope with such problems and that leads us logically to the second question: What is labor's political power?

What Is Labor's Political Power?

The frustrations of the union in the economic market place are compounded, in my judgment, when we turn to the political arena. Let us start with a comparison with other democratic nations—the British Commonwealth and northern and western Europe. In virtually all these countries, labor has two arms—the trade union movement and the labor or socialist party. In most, the labor party is influential; in many it has frequently enjoyed power. In Scandinavia it has been the dominant political force.

No Real American Labor Party

In the United States, by contrast, the unions have never succeeded in organizing a national political party and have really not tried to do so for generations. This is partly because, given the context in which they operate and the ideology which they have, they don't want to. More importantly, American unions couldn't succeed in organizing a party of their own, even if they wished to do so. There are many reasons for this:

- The American political climate is hostile to a class-based party.
- Too small a proportion of the voting population is organized in labor unions.
- The membership in unions is distributed in a very lopsided fashion from the standpoint of political effectiveness.

- Labor union membership is highly concentrated in the industrial states and thins out into the more rural and agricultural areas.
- The federal structure which we have in this country is a serious impediment to the organization of a labor party.
- Finally, there is no certainty that even union members would vote for labor if there were such a party.

There Is No U. S. Laboring Class

I should like to elaborate a bit on this last point. Class identification in the United States is very loose. The worker who votes as his union wants him to does so only in part because he is a worker and a union member. He is also subject to other pressures within the world in which he lives, from his ethnic, his religious, and his regional identifications. Generally speaking, at least in the past generation, these various identifications have tended to overlap, so that the worker usually ended up in the liberal Democratic column, which was where his union wanted him to be in most cases.

But there have been many situations in which there was a split between the worker's identification as a worker and a union member, on the one hand, and his ethnic and religious or regional identification on the other. For example, a great many Irish Catholic working class voters deserted the Democratic Party to vote for Eisenhower in 1952 and 1956, and racist demagogues in the South have appealed with considerable success to white union members working in that region.

Political Education

Thus, I think that everyone who has followed the politics of American labor

would agree that the labor movement really cannot deliver the labor vote in a bloc sense. It must confine itself to lesser aims, which I would set forth as these: It must educate its membership for more active political participation, and education is a slow and arduous operation. It must register workers to vote, and here I think the unions have made notable gains in the mechanics of the registration process in the last five or ten years.

It can supply funds to candidates and in behalf of issues which labor supports and, where this is useful, it can help to run campaigns. The performance in these areas, of course, has been uneven. This is partly because the labor movement is fundamentally organized for collective bargaining and not for political action, and quite a different structure is needed for the latter function. This is partly because some sectors of the labor movement view political issues somewhat differently from other sectors, and so there is a differential in intensity of interest in particular issues or in candidates.

How Labor Killed One Law

Labor is most effective when it is on the defensive against an issue or a candidate which solidifies the ranks. This is what we saw in 1958 in California when the right-to-work proposal was on the ballot. The unions were exceedingly effective, they were united, they worked very hard, they spent lots of money, and they got out a huge vote against the right-to-work law. The Nixon candidacy for governor in 1962, if it gets by the primary stage, may have a similar effect.

Labor's political aims are achieved by lobbying, at city hall, at the state house, and in Washington. Here the methods are essentially those of any

pressure group in our system—organized business, the organized farmer, the organized Negro, the Catholic Church, and many others. Organized labor is one among many.

Over the long run, I think the results have been quite impressive. We have a large body of labor and social legislation both federal and state, much of it of great significance to the welfare of working people and, indeed, to the welfare of our whole society.

Skilled Lobbyists

In the short run the results tend to be uneven. The right-to-work movement, which labor has fought most vigorously, has carried 16 or 17 rural and southern states where there are very few labor unions and also the state of Indiana, which is the only substantially industrialized one in the group. But the unions have prevented the extension of the right-to-work movement to the large industrial states. On the other hand, labor has failed significantly to amend, to say nothing of repealing, the Taft-Hartley Act since its passage in 1947. In fact, the Landrum-Griffin law has been piled onto the regulatory legislation within the last few years.

The Teamsters and Jimmy Hoffa

Landrum-Griffin emerged from the revelations of the McClellan Committee concerning union corruption and internal abuse of power. These exposures unquestionably have blackened the image of the union in American society and lead us to the third point I want to discuss, the Teamsters Union and Jimmy Hoffa. Because of the very great interest in this topic, it deserves some special attention. If we are to believe the editorials in the metropolitan

newspapers, and in *Life*, which has been particularly profound on this question, (a) Hoffa is a power-hungry crook, (b) he controls absolutely the largest and most powerful union in America, and (c) he can at his will shackle the U. S. economy by calling his organization out on strike.

Is He Corrupt? No Proof

I may be able to do some service by putting these charges into perspective. That Mr. Hoffa seeks power is self-evident. He wanted to be president of the International Brotherhood of Teamsters more than anyone else did, he worked harder at it, and he gained his goal. I personally doubt that he can go anywhere else, even assuming that he wants to.

That he is a crook I think is far more dubious. No one in recent years has been more exhaustively investigated by people who are professionals at the investigation game than Jimmy Hoffa. Although five years ago, like the editor of *Life*, I was convinced that he was a crook, I am now impressed with the fact that he is not in jail. Obviously, he has some very suspicious friends, but I can think of explanations for having friends of this sort that do not necessarily involve personal dishonesty.

As to the union, the Teamsters is much the largest and, taken in the aggregate, the most powerful union in the United States. I emphasize "in the aggregate," because I don't think that you can lump it all together. No union has so broad a jurisdiction, so disparate a membership, or interests cutting across so many different industries.

This union of 1,700,000 members has over 22,000 collective bargaining agreements in virtually every imaginable industry. As a matter of fact, I don't think the union knows how many

agreements it has. A Teamster official recently helped me work out the 22,000 figure as a safe minimum, but he had never heard how many the union has and I doubt whether anyone has really counted them.

Teamsters' Power Is Largely Local

Virtually all these industries have local product markets and so Teamster power is almost exclusively applied at the local level. I want to emphasize this point. If the Teamsters want to call a strike, they almost invariably call it at a local level against a local product in a local industry. At present the union has no nation-wide master agreements whatever in any of these industries. It has a handful of national agreements with individual firms, certainly not over ten in number, most of which I have never heard of. The only firm I know is the Railway Express Agency, and the Teamsters do not represent all its employees. In any event, if Railway Express were shut down, I suspect this would not be a national disaster. At the present time, therefore, even assuming that Hoffa can call all these locals out (which he can't structurally), he cannot strike anyone nationally except Railway Express and these few secondary firms.

Master Pact Doubtful

As is well known, Hoffa is presently trying to consummate a national master agreement in the freight industry. If he is eventually successful in bringing this off, and I don't know whether he will be or not, it will cover all employees in intercity over-the-road freight haulage and in local cartage as well as the supporting personnel in these industries.

Such an agreement would cover about 20 percent of the membership of the International Brotherhood of Teamsters. It would then be theoretically possible for him to strike the entire freight trucking industry of the United States at one time. But I point out that (a) such a master agreement is not presently consummated, and there is opposition to it not only from employers but also from within his own union; (b) there is no assurance that he would pull such a strike even if he were able to do so; (c) if his past record is a portent, he is not especially the striking type like John L. Lewis; (d) intercity trucking faces growing competition from piggyback on the railroads and from air freight; and (e) the government would undoubtedly be heard from under the national emergency provisions of the Taft-Hartley Act, if not by other means. Unlike the editor of *Life*, I am able to sleep at night.

Maybe Labor Needs More Power

In conclusion I should like to declare that, in my judgment, anyone concerned with excessive concentrations of power in our society should not look for them in the labor movement. My concern is quite the opposite. It seems to me that in a pluralistic democratic society interest groups should be effectively organized to speak for their constituents, and labor is not as effectively organized or as strong as I think it should be.

If the present trend continues, it certainly will not become more powerful in the foreseeable future. If there is a real power in America, I think we will have to look for it elsewhere than in the labor movement.

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83. Defining the Role of Labor Arbitration, by Paul Presser (1955)
84. West Coast Trade Union Characteristics, Membership, and Influence, by Irving Bernstein (1955)
85. The Teamwork Industry on the West Coast, by R. Thayer Johnson (1955)
86. The Use of Arbitration on the West Coast, by Benjamin Aaron (1955)
87. Unions, Anti-Trust Laws, and Inflation, by Frederic Meyers (1955)
88. On Paul Lombard and the Little Mills Decision, by Benjamin Aaron (1955)
89. Labor Arbitration and Its Critics, by Benjamin Aaron (1955)
90. Unemployment in the Great Depression, by Irving Bernstein (1955)
91. The New Labor Law, by Benjamin Aaron (1955)
92. Union Contract Issues in World War II, by Robert Tannenbaum (1955)
93. Collective Bargaining and the Recent Inflation, by George H. Hildebrand (1955)
94. The Labor-Management Reporting and Disclosure Act of 1959, by Benjamin Aaron (1959)
95. Arbitration and the Dismissal of Public Employees, by Edgar A. Jones, Jr. (1959)
96. Management of Disputes, by Warren E. Schmidt and Robert Tannenbaum (1959)
97. Working Union in West Coast Longshoremen, by Max D. Kessler (1959)
98. Some Aspects of the Union's Role of Non-Representational, by Benjamin Aaron (1959)
99. A Look at Labor Relations in Britain, by Frederic Meyers (1959)
100. The growth of American Unions, 1900-50, by Irving Bernstein (1959)
101. The Cyclical Instability of the Labor Supply, by W. Lee Watson (1959)
102. Organizational Structure: Subjective Class Identification and Political Attitudes, by Samuel J. Murphy and Richard T. Morris (1961)
103. The Law and the Union, by Frederic Meyers (1960)
104. Combating Discrimination in Employment, by Paul Brillich (1961)
105. Labor Relations in Russia, by Frederic Meyers (1960)
106. Don't Count the Union Out, by Irving Bernstein (1961)
107. Cooperative Evolutions to Support Labor-Management Contracts, by Melville Dalton (1962)
108. Explicit and Implicit Administration, by Melville Dalton (1962)
109. Investment Policies of Bilaterally Managed Pension Plans, by Frederic Meyers and C. R. Miller (1962)
110. The Union Member's 'Bill of Rights': First Two Years, by Benjamin Aaron (1962)
111. Arbitration in the Federal Courts: Aftermath of the Trilogy, by Benjamin Aaron (1962)

Miscellaneous: obtainable from the Institute of Industrial Relations, Los Angeles

- Problems in the Use of Indirect Methods of Attitude Measurement, by Irving R. Wechsler (1951)
- When It's Time for a Change, by Robert Tannenbaum (1956)
- The Industrial "Rate-Booster": A Characterization, by Melville Dalton (1956)
- The Introduction of Change in Industrial Organizations, by Robert Tannenbaum (1957)
- Postwar Italy: A Study in Economic Contrasts, by George H. Hildebrand (1957)
- Conflict and Harmony in Nursing Values, by Genevieve Rogge Meyer (1959)
- Evaluating Research and Development: Annotated Proceedings of a Conference of Research Administrators Held in Los Angeles May 10, 1952, \$1
- An Evaluative Focus on Human Relations, by Robert Tannenbaum (Mimeo), 50c
- Industrial Human Relations: A Selected Bibliography, by Irving R. Wechsler and Robert Tannenbaum (1961) (Mimeo), 35c
- Research Developments in Personnel Management, Proceedings of the First Conference, UCLA, 1955, \$1
- The Secular Outlook: Wages and Prices, by John T. Dunlop (1957), \$1
- Research Development in Personnel Management, Proceedings of the Third Conference, UCLA, 1958, \$1

A descriptive brochure on the Institute of Industrial Relations, University of California, Los Angeles, is available free of charge.

LOCAL ADMIN. FILE

California, University of
Bernstein, Irving (Prof.)
X

November 13, 1962

Dr. Irving Bernstein, Professor
Political Science
University of California
Los Angeles, California

Dear Dr. Bernstein:

I have noted in press reports that you have recently written a paper on the matter of labor's power.

I am wondering if you would be so kind as to forward me a copy of your report. I will be very happy to pay any costs involved.

Very truly yours,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

California University of

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

October 26, 1962

Mr. Harold Gibbons
Executive Vice-President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers of America
25 Louisiana Avenue, N.W.
Washington, D.C.

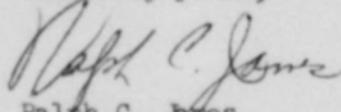
Dear Mr. Gibbons:

I carried the attached old memo to myself in my pocket from late July to mid-September, hoping to find a convenient time to call this to your attention. However, this opportunity never presented itself.

As I best recollect, you said in May that I would find this book in the University of California library. I do not find it.

You indicated in May that you felt I should read this book. If you still are of that view, I would sincerely appreciate assistance in obtaining a copy. I guarantee return of same to you.

Sincerely yours,



Ralph C. Jones

Lecturer and Research Economist

RCJ: cb

Enclosure

Note on Bibliographical Reference

Harold Gibbons suggests reading "If you Don't Weaken", by Oscar
Kringar. He says this contains a lot on the Teamsters.

✓ California Univ. of
X James, Ralph (Prof)
X

May 17, 1962

Professor Ralph James
University of California
Berkeley, California

Dear Ralph:

Attached is a copy of some testimony
on foreign trade regulation given by Sidney Zagri. I
would appreciate your comments after you have had an
opportunity to look it over.

Sincerely,

H. J. Gibbons
Executive Assistant
to the General President

HJG/mc

Enclosure

ADMINISTRATIVE FILE *File*
California, Univ. of

April 19, 1962
University of California
Berkeley, California

Mr. James R. Hoffa, General President
International Brotherhood of Teamsters, Chauffeurs,
Warehousemen and Helpers.
Washington D.C.

Dear Sir:

At your last visit to the University of California,
I was a member of the interviewing panel which sought to
acquaint themselves with the Teamster Union and yourself.
This short note is simply a letter of appreciation for your
making that meeting possible. When the tape is shown to
labor classes I'am sure they too will grasp the dynamic,
interesting person that you represent.

Just in passing, you may be interested to know that
the title of a paper which I shall write on the Teamster
Union and yourself shall be titled the Big Smear. In it I
portray the true, honest, sincere, dynamic character of
yourself.

Again I wish to give my sincere appreciation to you
for making this all possible.

Sincerely,
Ronald D. Lossett
Ronald D. Lossett

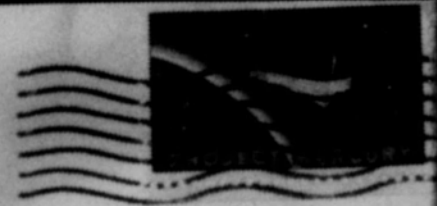
AFTER 5 DAYS RETURN TO

R. D. Tennett

2939 Dwight Way Rm. 311

Smith Hall

Berkeley 4, California.



Mr. James R. Hoffa- General President,
The International Brotherhood of Teamsters
25 La. Ave. N.Y.
Washington, District of Columbia.

UNIVERSITY OF CALIFORNIA

SCHOOL OF BUSINESS ADMINISTRATION
BERKELEY 4, CALIFORNIA

file

March 6, 1962

ADMINISTRATIVE FILE
California, University of
-X-
-X-

Mr. Abraham Weiss, Economist
International Brotherhood of Teamsters
25 Louisiana Ave., N.W.
Washington 1, D.C.

Dear Mr. Weiss:

I want to thank you for recommending me to Mr. George Harper. I have just completed the assignment and submitted my report. Working with Local #292 was an interesting and instructive experience for me.

If at anytime I can assist the Teamsters in any phase of production such as work measurement, incentive wage, job evaluation, merit rating, or other such problems I would appreciate being considered for the assignment.

I have enclosed a recent paper I published which you may find of interest.

Once again my thanks. Kindest regards.

Sincerely yours,

Malcolm H. Gotterer

Malcolm H. Gotterer
Lecturer in Business Administration

ADMINISTRATIVE FILE

California University of

X

X

UNIVERSITY OF CALIFORNIA

DEPARTMENT OF ECONOMICS
BERKELEY 4, CALIFORNIA

January 12, 1962

Mr. James R. Hoffa
General President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Jimmy:

Your performance here was one of the most impressive displays of intellectual acumen and overall sagacity I have ever witnessed.

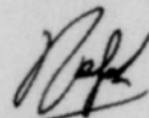
I have pondered a little your brief lecture on the negative effects of the pencil. There is a great deal of practical wisdom in what you said.

If indeed the pencil is a type of crutch, why aren't our educational experts more actively aware of this? Probably the answer is simple: Pencil scratching is necessary unless one has a well-disciplined mind, which can really function as a storage house of facts ready to be tapped for applying to the situation at hand. But to discipline one's mind is an arduous, individualistic task, and our educational system is geared on the whole to mass consumption. And, furthermore, our society is insidiously opposed to discipline. So ... I suppose we must learn to take notes, up until the point we must reverse gears and learn not to.

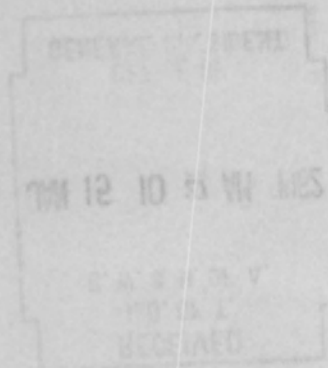
I can see the profundity of your comments in myself. My mind has tended to become lazy by being carefully taught that it should rely on the file cabinet.

Best regards. I look forward to seeing you next month.

Sincerely,



Ralph G. James
visiting professor



ADMINISTRATIVE FILE ✓
California, Univ. of
DeBolt, Richard C.
x Invitation

July 25, 1961

Mr. Richard C. DeBolt
Special Program Committee
15 Canyon Road
Berkeley 4, California

Dear Mr. DeBolt:

I have discussed your invitation of July 17th with President Hoffa and I find that his schedule is too uncertain at the present time to make commitments during the period you suggest. He is, therefore, wondering if you can again raise this question with him sometime in October, when he will be in a better position to definitely set a date for his appearance.

Very truly yours,

Harold J. Gibbons,
Executive Assistant to the
General President.

HJG:fd

UNIVERSITY OF CALIFORNIA

The Graduate Student Colloquium
DEPARTMENT OF PSYCHOLOGY
BERKELEY 4, CALIFORNIA

July 17, 1961

James R. Hoffa
President
International Brotherhood of Teamsters
Washington, D.C.

Dear Mr. Hoffa:

It is the custom of the graduate students of this department to invite distinguished workers in psychology and in related fields to address a colloquium designed to keep the group abreast of current trends in the fields. Your position at the head of the largest union in this country, and your perspective on industrial psychology make you a very desirable speaker for the colloquium. Therefore, you are invited to speak on a subject of your own choosing, related to industrial psychology, during the Fall 1961 semester.

Normally, the colloquium is closed and restricted to the staff of the University; however, on occasion, open colloquia have been held, with facilities available for about a thousand people. Your preference in this matter would be observed. The colloquium meets on Monday afternoon at 4PM and ordinarily the speaker presents an hour address. A short period for questions follows. The subject of the questions asked of you could also be restricted to Industrial Psychology.

The graduate students make no honorarium for the address. Transportation costs are paid if necessary, and the speaker is invited to dinner by members of the colloquium.

We sincerely hope that you will accept this invitation, indicating the date or dates on which you will be available. The following are the open dates for the fall:

Sept. 25; Oct. 9, 16, 23; Nov. 6, 13, 20, 27; Dec 4.

Yours truly,

Richard W. DeBold
Richard W. DeBold
Special Program Committee

Will write him in Sept or Oct

15 Canyon Road
Berkeley 4, California
July 17, 1961

James R. Hoffa
International Brotherhood of Teamsters
Washington D.C.

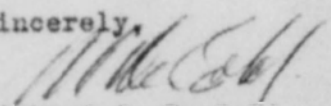
Dear Sir,

The inclosed invitation may seem unusual to you, but, I believe it is a sign of a change in the attitude of the academic world and of things to come in general. I am a former union member, MERA, and a graduate student at University of California; and I believe that your union and many other unions will soon have a place on their staffs for graduate psychologists as training and industrial relations consultants. In plain language, I think you will be giving me a job, one which I can do well for you, and one which unions have to recognize as their responsibility: member education, and informing the public about those facets of unions which play a role in the life of the nation.

It would be presumptuous of me to think that you haven't been working on this for a long time. Your remarks about political education are what gave me the motivation to write to you. Trained industrial psychologists will soon no longer work only in the ivory tower or for the management of industry. The Unions will recognize a need for them and will hire them. My previous membership, my father's lifelong membership and my political beliefs lead me to seek such a position with you.

I hope you recognize this invitation as a good opportunity to speed up the change in the "image" which the public has formed of unions; due in part to the work of some industrial psychologists of the past. It is a good chance for you to bring your weight to bear in California, where, in my opinion, it is much needed.

Sincerely,


Richard C. De Bold

ADMINISTRATIVE FILE ✓

California, University of
~~X Southern California~~
Law Review
X Miller, Edward L.
X Invitation

April 20, 1960

Mr. Edward L. Miller
Editor in Chief
Southern California Law Review
University of Southern California
Los Angeles 7, California

Dear Mr. Miller:

I am in receipt of your letter of April 9th and this will advise you that Attorney Charles K. Hackler will participate in your symposium representing our International Union.

He is located in Los Angeles and can be reached at 1616 West Ninth Street, Telephone No. Dunkirk 5-2376.

Very truly yours,

James R. Hoffa
General President

JRH/yk
cc: Charles K. Hackler

CHARLES K. HACKLER
JOSEPH D. FLAUM
HERBERT M. ANSELL
W. NEAL WRITER
STEVEN ROSEMAN
G. ERNEST BEUCHER
IRVING HELBLING
Economist

Law Office

HACKLER, FLAUM & ANSELL

1651 WEST NINTH STREET • LOS ANGELES 15
DUNKIRK 5-2376

April 15, 1960

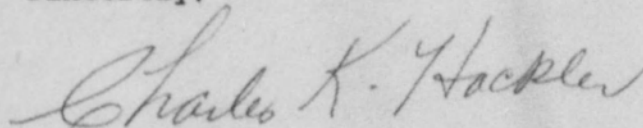
Air Mail

Mr. James R. Hoffa
General President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen & Helpers
of America
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Jimmy:

In reply to your letter of April 12th
in regard to writing an article for a symposium on
the law of politics for the Southern California Law
Review's fall issue, this will advise that I will
be happy to participate on behalf of the Union. Since
the Editor of the magazine wrote to you personally, I
suggest that you advise him of my availability, with
a copy to me.

Sincerely,



CHARLES K. HACKLER

CKH:wll

✓ ADMINISTRATIVE FILE ✓
California, University of
X Southern California
■ Law Review
X Miller, Edward L.
X Invitation

April 12, 1960

Mr. Charles R. Hackler, Esq.
Attorney at Law
1616 West 9th Street
Los Angeles, California

Dear Charlie:

Attached is a copy of a letter received from Edward L. Miller,
Editor-in-Chief of the Southern California Law Review.

The letter is self-explanatory, and I am wondering if your
time would permit you to participate in this symposium.
If this is possible, please let me know and I will let
Mr. Miller know that you will represent the International
Brotherhood of Teamsters.

Very truly yours,

James R. Hoffa
General President

JRH/yk
Enc.

Southern California
Law Review

UNIVERSITY OF SOUTHERN CALIFORNIA
LOS ANGELES 7, CALIFORNIA

April 9, 1960

Mr. James Hoffa
President
Teamsters Union
Washington, D. C.

Dear Sir:

The fall issue of the Southern California Law Review will feature a symposium on the law of politics. To complete the symposium we are inviting prominent legal counsel from both organized labor and organized business to submit articles.

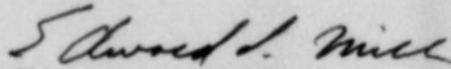
The following are a few examples which we feel to be of interest to labor:

1. The law regulating union political activity
2. The law regulating management political activity
3. Enforcement of lobbying contracts--common law
4. Statutory regulation of lobbying
5. Legal aspects of conflicts of interest in public life

We hope that a member of your legal staff will agree to represent labor in this symposium. We invited comment not only on what the statutory and common law is, but what it should be. It may be that your files contain a paper or speech which could be reworked for our purposes. Our editors will be glad to work with your counsel on form, format and scope of coverage.

All material must be submitted by August 15, 1960. An early indication of your intentions would be most appreciated.

Yours truly,



Edward L. Miller
Editor-in-Chief

ADMINISTRATIVE FILE

California, Univ. of

Inter-Office Communication Invitation

From the Office of Mr. Weiss

Date March 28, 1960

To Mr. Jesse R. Hoffe

Subject

Attached is an outline for your use in discussing the subject of Automation at the University of California on April 11, 1960.

I am also enclosing a copy of a speech on this same subject which I delivered at a conference on Automation in 1966. Please note page 7 of this speech for some proposed collective bargaining contract clauses on automation.

Please let me know if I can be of any further assistance.

AW/lp

cc: Mr. H. J. Gibbons

Office of the General President

To: **Jake McCarthy**

From: **M. J. Gibbons**

Re: **Univ. of Calif. speech.**

ADMINISTRATIVE FILE

California, Univ. of
Substitution

January 25, 1960

DATE

**Jim cannot take any appointments until
after the issues of the Monitors have been decided.**

**Will you please notify the University of
same.**

H. J. Gibbons
**H. J. Gibbons,
Executive Assistant to the
General President**

**HJG/ja
enc.**

ADMINISTRATIVE FILE
California University
X
X

Press Intelligence, Inc.
WASHINGTON 1, D. C.

OAKLAND (Calif.)
TRIBUNE

Circ.: e. 205,942
S. 236,597

Front Page Edit Page Other Page 63

Date: APR 10 1960

Hoffa Sends Top Aide to U.C. Session

BERKELEY, April 9—Harold J. Gibbons, top aide to Teamsters Union president James R. Hoffa, will participate in an all-day conference on mechanization at the University of California Monday. Hoffa, originally scheduled to take part, notified officials of the fifth annual Industrial Material Handling and Packaging Conference yesterday that he will be unable to leave his Washington, D.C., headquarters.

Gibbons is scheduled to take part in a panel discussion on "Is Labor A Price Tag on Mechanization?" at 3 p.m. in Wheeler Hall.

Others on the panel will be J. Paul St. Sure, president of the Pacific Maritime Association, and Sears L. Hallet, publisher of a Boston, Mass., trade magazine.

The conference, sponsored by local chapters of the Society of Packaging and Handling Engineers and the American Material Handling Society, will be open to the public.

ADMINISTRATIVE FILE
California University of
X
X

Press Intelligence, Inc.
WASHINGTON 1, D. C.

OAKLAND (Calif.)
TRIBUNE

Circ.: 205,942
S. 236,597

Front Page
S. Page
Other Page

Date: APR 8 1960

Hoffa Expected to Join U.C. Panel Discussion

BERKELEY, April 8 — Discussion entitled "Is Labor Putting a Price Tag on Membership?"
James E. Hoffa, controversial president of the International Brotherhood of Teamsters, is scheduled to participate in a panel discussion at the University of California Monday.
Hoffa has not indicated whether he will attend the fifth annual Industrial Packaging Conference and Packaging Conference that he will make every effort to attend the meeting but that other business may keep him away.
If Hoffa cannot participate, another high Teamsters official will take his place in a

San Francisco attorney John W. Dinkelspiel will be moderator.
The convention is sponsored by local chapters of the Society of Packaging and Handling Engineers and the American Material Handling Society.

Press Intelligence, Inc.
WASHINGTON 1. 0. C.

**SAN FRANCISCO
(Calif.) EXAMINER**

Circ.: m. 257,251
S. 469,372

Front Edit Other
Page Page Page

Date: APR 7 1960

Hoffa vs. St. Sure on Panel

J. Paul St. Sure and James R. Hoffa will appear on the panel at a meeting on the Berkeley campus of the University of California next Monday.

St. Sure, president of the Pacific Maritime Association, and Hoffa, president of the

Teamsters Union, will discuss labor's price tag on mechanization.

The discussion, with John Walton Dinkelspiel, San Francisco attorney, as moderator and Sears L. Hallst, a Boston publisher, as the third panel member, will be a feature of the fifth annual Material Han-

dling and Packaging Conference.

The all-day meeting will be sponsored by the Golden Gate and Central California Chapters of the Society of Packaging and Handling Engineers and the Northern California Chapter of the American Material Handling Society.

Press Intelligence, Inc.
WASHINGTON 1, D. C.

OAKLAND (Calif.)
TRIBUNE

Circ.. o. 205,942

S. 236,597 (

Front Page Edit Page 20

Date FEB 10 1960

Panel Discussion of Industrial Problems

BERKELEY, Feb. 10 — The fifth annual Industrial Material Handling and Packaging Conference on April 12. James R. Hoffa, controversial president of the International Brotherhood of Teamsters, will participate in a panel discussion at the University of California in April. Hoffa will speak on "Is Labor Putting a Price Tag on Handling at the conference. They are the A. G. Smith Corp. of Newark and the Montgomery Ward store in San Leandro. The meeting will be co-sponsored by three California chapters of handling engineering societies. They will present the university with a \$400 gift to provide a scholarship for a graduate student in industrial engineering. Raymond C. Grassi, professor of industrial engineering at U.C., will deliver the conference's opening address at 8:30 a.m. The panel discussion is scheduled to begin at 3:10 p.m.

San Francisco attorney John Walton Dischkeptel will moderate the discussion. Hoffa's fellow panelists will be Sears & Roebuck's L. Hallett, a Boston trade magazine publisher, and J. Paul St. Sure of Piedmont, president of the Pacific Maritime Association. Hoffa addressed a student meeting at the university last year. Two Eastbay firms will receive awards for material

ADMINISTRATIVE FILE

California University of

**U.C. Talk With
Recorders on**

SUNDAY, May 21—Trem-
ble has James R. Hoffa re-
fused to talk before University
of California business students
yesterday until television
contracts agreed to cut off
their paid recording equip-
ment.

His talk before an overflowed crowd of students and faculty members was delayed 20 minutes before camera crews from the National Broadcasting Co. and Columbia Broadcasting System arrived to the scheduled hour.

Harold J. Gibbons of St. Louis, Treasurer International vice president and Hoffa's right-hand man who negotiated with the camera crews on the issue, told newsmen later that Hoffa didn't like tape recordings because he wanted to answer questions

Continued Page 7, Col. 1

Continued from Page 1

freely without having to worry
about his grammar.
Earlier in the

Earlier in the day Hoffa gave taped radio and television interviews after a news conference in San Francisco. At the U.C. meeting, moderated by Alvin...

At the U.C. meeting, sponsored by Alpha Kappa Pi, professional commerce fraternity, Hoffa said he believes that his huge labor organization was "sacrificed" by the leaders of the AFL-CIO when it was expelled from the parent body two years ago.

The sagittale, he said, was made "in order to avoid subjecting some of the AFL-CIO's top leaders to the humiliating experience of having the McClellan committee point out some embarrassing incidents that might have occurred to them on a point like years ago."

CHERRY FACTOR
The 1990s

The teamster chief declined to elaborate on details but declared when the "truth is known," this, in his opinion, will be one of the chief factors in the incident.

During the hassle over the sound recording installations which had been set up in the small U.C. auditorium, the television network operators explained to Gibbons that approval had been obtained from university officials.

"I don't care who gave you approval," Gibbons told them. "Jimmy's not going to talk if you tape what he has to say." The Teamster leader said there would be no more

There would be no objection to silent films, either still or movie, and no questions were raised over the presence of half a dozen newspaper reporters in the audience.

'MISQUOTE' CHARGE

QUOTE CHARGE

Gibbons did not indicate whether Hoffa's objection to having his words recorded on film was in any way connected with his allegations of being misquoted on calling a national strike in a speech Tuesday at Brownsville, Tex. Hoffa's hour-long speech consisted largely of

Holla's hour-long lecture consisted largely of a historical review of the Teamsters and the union's well-publicized opposition to provisions in the Kennedy-Ives bill, now being considered by Congress. He asserted that "most statements" made by "con-

He asserted that "certain statements" made by the AFL-CIO executive council have blocked the creation, under Teamster suspicion, of a national conference of unions directly involved in all phases of transportation.

His statement undoubtedly referred to the announcement made Tuesday by AFL-CIO President George Meany that any such proposal would be opposed by the federation's 12,750,000 members.

NOT INTERESTED
Hoffa

Hoffa declared that the average rank and file members of the Teamsters were not interested in the views and opinions of their international president on any issues except those directly involving wages, hours, working conditions and benefits.

labor organization which has always produced for our membership, we have complete loyalty down through the ranks," the labor leader said. While generally well received by his audience,

While the labor leader said he generally well-received by his student-faculty audience, a few scattered hisses were heard when Hoffa declared:

"I question the

"I question whether a person who has never had to work with his hands can fully understand the position of the working man."

DID IT HURT?
This

This statement was made when the union boss was asked by a student if expulsion from the AFL-CIO had hurt the Teamsters internally and how the organization could maintain its strength in the face of revelations of mis-handling and embezzlement of union funds by union officials. Hoffa contended that expulsion had hurt the union.

Hadia contended that the
expulsion had not hurt the
union's internal affairs but
strengthened them. He as-
serted that not one Teamster
had ever been convicted of
embezzlement of union funds
of \$500 or more.

His predecessor, Dave Beck of Seattle, Hoffa explained, was convicted on an income tax count, after it had been revealed he "borrowed" union funds and repaid them, but failed to account for the money on his tax returns. Hoffa told another that he had not done this.

Hafta told another student that he didn't believe that a union should ever pressure the government, and that if the nation's police are ever brought into the Teamsters, union officials would "negotiate" with city councils in order to increase wages and benefits.

TEAMSTER

Largest Circulation of any Labor Publication in Northern California

Vol. VI

Northern California, May, 1959

101

No. 5

Hoffa To Address Cal. Students Secretaries To Meet Pres.

In a one day trip General President James Hoffa will make two talks in the Bay area. In addition he will attend a press conference.

The important address will be with teamster secretaries at an informal luncheon arranged by Joint Council Coordinator Jack Goldberger.

In the afternoon he will as a guest speak to University of California students. The arrangements made by the Alpha Kappa Psi Fraternity for business administration students at the University.

Opportunity

The talk with the secretaries has been in the opinion of the leadership in the Bay Area a long awaited opportunity to discuss with the General President mutual problems.

The luncheon will be held at the Fairmont Hotel at 12 noon.

The University of California speech will be open only to the student body. It is expected that an overflow crowd will be present to hear the remarks of the Teamster President.

Oldest Fraternity

The Fraternity, one of the oldest on the University of California campus, accepted the invitation to President Hoffa, and when it was accepted invited all professional fraternities to attend.

After the University speech, Hoffa will return to Washington, D. C. and join International Vice Presidents Joseph Diviny and George Mock. Diviny and Mock will be unable to attend either function because of important business in the nation's capital.

Daily Californian

MONARCH OF THE COLLEGE DAILIES

Vol. 170

Berkeley, California, Tuesday, May 19, 1959

No. 61

With Other Teamsters

Hoffa to Talk On Teamsters' Role

Labor leader James R. Hoffa, International President of the Teamsters Union, will speak at 4 p.m. tomorrow in 186 Dwinelle Hall on "The Role of the Teamsters in American Transportation."

Accompanying Hoffa will be Harold Gibbons, Executive Vice-President of the Teamsters.

Moderator of the question-answer period will be Lloyd Ellman, professor of economics at the University.

Hoffa was invited to speak on campus by Alpha Kappa Psi, business administration fraternity. The University has confirmed all sponsorship of his appearance.

The talk is open to students and faculty.

Hoffa was recently a prominent

witness at a series of hearings, conducted by a Senate committee under Senator George McClellan (D-Arkansas). The purpose of these hearings was the investigation of racketeering in labor and management. Former Teamster President Dave Beck was also a prominent figure in these hearings.

Hoffa, now 43, had his first experience with unions at the age of 18. Soon afterwards he became affiliated with the Teamsters Local 674 in Detroit.

As was true of most labor unions in the 1930's, the Teamsters received much opposition from anti-union forces. "Our cars were bombed out. Three different times, someone broke into the office and destroyed our furniture," Hoffa related.

In 1937 Hoffa was elected president of the Detroit Local 299. Today, 22 years after Hoffa's first affiliation, the local has 18,000 members, more than a million and a half dollars in the bank, and contracts with some 800 different employers.

With Hoffa's growing activity in the state of Michigan and in the central States Drivers Council, the International Teamsters Union soon drew on his abilities.

In 1962 at the Teamsters National Convention in Los Angeles, Hoffa was elected ninth Vice-President.

On October 4, 1967, in Miami, Florida, Hoffa was elected the retiring president of the International Teamsters.

San Francisco Chronicle

THE VOICE OF THE WEST

THURSDAY, MAY 21, 1959

Labor Relations

Hoffa: 'Pact With ILWU, Hoffa Says Pact No General Strike Threat' With Bridges Due

By Jack Howard

James Hoffa set a timetable here yesterday for creation of a working agreement between his giant Teamsters Union and Harry Bridges' Longshoremen's Union.

In a crowded press conference at the Fairmont Hotel, Hoffa also took the occasion to deny reports he had called for a nationwide general strike if Congress passes restrictive labor legislation.

The Teamster president said that within 30 to 60 days a 10-member committee will be set up with Bridges' union to deal with problems of automation and jurisdiction affecting both unions.

OPTIMISTIC

"I certainly do think we can work out all our problems with Harry Bridges," Hoffa declared. "I don't know of any problems we can't solve."

Hoffa's firm denial of striking was attributed to him in a speech Tuesday in Brownsville, Texas. Hoffa was blasted on all sides for suggesting a general strike.

Secretary of Labor James Mitchell joined AFL-CIO President George Meany in condemning Hoffa, while the Senate Rackets Committee said it will call him to Washington next month to

See Page 8, Col. 4

Continued from Page 1

find out what his threat means.

Answering a herge of questions about the speech, Hoffa patiently repeated his version of what he said.

"Nobody talked about a nation-wide strike of all unions," he asserted. "I said that if certain restrictive legislation is passed, 'we'd step up our sleeves to get all Teamster contracts or related industries across the nation to expire on the same date, so that we could support each other with a primary strike—not a secondary boycott.'"

Hoffa insisted he spoke only about the 1.6 million-member union. Reporters in Brownsville, however, as-

affirmed their version of his speech and denied misquoting the Teamster president.

Hoffa said he was concerned about Senator John McClellan's proposal that the antitrust laws be applied to any union that organizes a significant section of a given industry.

Under such laws, Hoffa said, West Coast employees of a nationwide firm could not strike in support of Teamsters employed by the firm elsewhere in the Nation if their contracts expired on different dates.

"We've attempted to get common expiration dates in nationwide industries in the past," Hoffa said, "but we'll accelerate our efforts if such a law is passed."

SECRET LUNCH

Hoffa rushed out of the press conference to attend a closed no-host luncheon in the Venetian Room sponsored by Bay Area Joint Council of Teamsters.

It was learned that he told the 200 Teamster officials and friends there of his concern about pending labor legislation in Washington, noting that the Teamsters were the only union in full opposition to the measures.

Halfway through his remarks, Hoffa announced with a smile his "great pleasure" in learning that the AFL-CIO executive committee had just voted unanimously in Washington to oppose the labor bill now in the House.

After the luncheon, Hoffa left for Berkeley, to speak first for Berkeley and then under sponsorship of a business hour and that the same business administration men's society at the University of California

Students' Journal the Inc. of a lot more than you'll

and overflowed into an adjacent room, seating 250 into which Hoffa's voice was carried by loudspeaker.

In addition, about 100 students stood on the stage around Hoffa during the 70-minute session.

DRAWS APPLAUSE

Hoffa drew heavy applause with his 45-minute discussion of the Teamsters Union and its organization, and then began answering questions from the audience.

Questions ranged from a few that were hostile to some that were mildly approving. After he finished, he remained on the stage for several minutes chatting with the students.

At the outset Hoffa turned to TV cameras and tape recorders, explaining that the reruns might be used in a manner embarrassing to the student sponsors.

Hoffa Trades Gibes With Menio Students

Sixty-five plant-student students from Menlo Junior College met Teamster boss James Hoffa at International Airport just before he took a plane for Chicago last night.

"Jim, take a look at Alcazar, you may be there Monday one of the nicest read 'Is this what they teach you to do in college?' the Teamsters boss asked them.

Hoffa told the youths his first job paid 32 cents an hour and that the same business administration men's society at the University of California now makes \$45,000 a year, he said, and "that's a heck of a lot more than you'll ever make with a diploma."

Hoffa in S.F.; Denies Threat

Claims No Plan For U.S. Strike

By RAY CHRISTIANSEN
Teamster President

James R. Hoffa denied here yesterday that he had organized a nationwide general strike if Congress applies antitrust laws to labor unions.

"What I did say," he explained, "was that we probably would have to make uniform expiration dates of all contracts if Congress tried to light in rate small bargaining units."

"And I certainly couldn't talk for all unions or for any other union except the International Brotherhood of Teamsters."

To Meet ILWU

At the same time, Hoffa emphasized that the Teamsters would continue to work closely with unions in and out of the AFL-CIO, including Harry Bridges' ILWU.

He pointed out that the Teamsters and ILWU have agreed to appoint 10-man committees to work out jurisdictional problems, and would hold their first meeting in a month or two.

Hoffa said the Teamsters Union and employers of its members were moving in earnest toward larger bargaining units and the possibility of larger strikes, but:

"All 1,632,000 Teamsters would never strike at the same time. Cannery workers wouldn't wait their contracts to expire in December, and Christmas tree dealers wouldn't want theirs to end in July."

He said employers themselves preferred common expiration dates to year-round bargaining and the kind of whiplashing that occurs when each union tries to obtain more than another.

Affirms Quotes

Meanwhile, the Associated Press newsmen who covered Hoffa's talk to longshoremen in Brownsville, Tex., said he quoted Hoffa correctly, and that Hoffa had said:

"The only answer is that if

See HOFFA, Page 3, Col. 1)

THURSDAY, MAY 21, 1958

(Continued from Page 1)

such a law is passed, we should have all of our contracts end on a given date. They talk about a secondary boycott. We can call a primary strike all across the Nation that will straighten out the employers once and for all."

Hoffa drew applause, laughter, and hisses from a student audience jammed into two auditoriums in Dwinelle Hall on the Berkeley campus. The University of California police department said students unable to find seats stood in the corridor and "well over 2,000" heard his address.

Applause came when he said his union would not be diverted by congressional investigations from its job of improving wages and working conditions, and again when

some union officials took the Fifth Amendment before the McClellan Committee because "you can't cross examine or call your own witnesses before that group."

One student asked whether he considered John F. Kennedy "a liberal minded Senator." His reply, which brought both cheers and hisses, was: "An individual who has never worked with his hands can't have any idea of labor's waste and needs."

When Hoffa said that despite two years of investigation no union official had been convicted of stealing union funds, another student asked whether this reflected the absence of graft or a poor investigation. Hoffa replied: "No one could say with a straight face that the United States government doesn't

have the investigatory power to uncover graft if it exists."

Several hundred Bay area union officials honored Hoffa and Harold Gibbons, the union's executive vice president at a no-host luncheon arranged by Jack Goldberger, new Teamster special organizer, at the Fairmont Hotel.

The Teamster leader, who arrived here early yesterday, flew to Chicago last night.

*San Francisco Examiner - Thursday
May 21, 1959*



"WE WOULD RATHER COMPLY WITH THE LAW"
Teamsters' Hoffa denies national strike threat

Everyone's Unhappy

AFL, Congress War; Senate Mad at Hoffa

WASHINGTON, May 20. — (AP) — The AFL-CIO today declared war on the Senate Labor Bill. Congress, meanwhile, seethed over a retaliatory strike threat attributed to Teamsters Union chief James R. Hoffa, an ousted AFL-CIO brother.

Hoffa was quoted yesterday at Brownsville, Tex., as threatening a Nationwide labor walkout if Congress passes restrictive labor laws. He denied it today in San Francisco.

The Senate Rackets Committee announced it will demand that Hoffa say under oath just what he intends.

The AFL-CIO Executive Council, top federation policy group, said it wants Federal legislation to help unions curb corruption but will fight any moves to hamstring unions. It said the Senate bill, which it once supported, now

is unacceptable because of the way it was amended.

The new position of the AFL-CIO, plus the opposition of such powerful independent unions as the Teamsters and Mine Workers to any labor control legislation, make it unlikely any such bill can clear Congress.

The House has not yet acted.

The uproar in the wake of Hoffa's strike talk at Brownsville included these developments:

1 — The Rackets Committee

said it wants to query Hoffa about corruption in mid-June and will ask him then about any retaliatory strike plan.

2 — Secretary of Labor James P. Mitchell told newsmen in Los Angeles Hoffa's reported strike threat is "the most arrogant, brazen thing I've heard in my life." Mitchell said it was an unheard-of threat to Congress.

The AFL-CIO opposition apparently centers on a "Bill of Rights" for union members and picketing and "hot cargo" boycotts—all written in to the bill on the Senate floor.

Teamster Union 'Sacrificed,' Hoffa Tells Crowd at U.C.

ALBUQUERQUE

At the earlier press conference Hoffa said a timetable had been set up for working out an agreement between his giant drivers union and Harry Bridges' Longshoremen's Union.

"Within 60 to 90 days, he said, a (Bridges) conference will be appointed with Bridges' union to deal with problems of

jurisdiction and jurisdiction affecting bot unions.

"I certainly do think we can work out all our problems with Harry Bridges," he told newspaper, radio and TV reporters.

Hoffa also denied he made a threat to call a nationwide strike if antitrust laws are applied to unions. Reports that Hoffa made such a threat Tuesday in a speech at Brownsville, Tex., drew strong criticism from Secretary of Labor James P. Mitchell, AFL-CIO President George Meany and others.

"There would never be a nationwide strike of the Teamsters Union," Hoffa told the news conference. "I cannot speak for other unions."

In Washington, D.C., the Senate racketeers probe said they would ask Hoffa about the reported threat when he comes before the Senate Racketeers Investigating Committee next month.

At Brownsville, Tex., Whitney Sawyer, Associated Press reporter, quoted the Teamsters leader Tuesday as making this comment on restrictive labor laws:

"The only answer is that if such a law is passed, we should have all of our contracts end on a given date. They talk about a secondary boycott. We can call a primary strike all across the nation that will

straighten out the employers once and for all."

MAGAZINE REFERENCE

The current issue of Life magazine quotes Hoffa as saying:

"We may eventually have to do what labor unions do in Europe and call general strikes. We are organizing in all transportation fields. We are trying to create a conference of transportation unions. So we are now in a position to control strike issues."

"If Congress is stupid enough to pass a bill banning secondary boycotts we'll fix it so all our contracts expire on the same day."

Hoffa was jeered by 65 placard-carrying students from Menlo Junior College when he arrived at the San Francisco International Airport last night to take a plane for Chicago.

"Jim, take a look at Alcatraz, you may be there soon," one of the placards read.

"Is this what they teach you to do in college," the Teamsters boss asked them.

He told the youths that his first job paid 32 cents an hour and that the same job now pays \$2.93 an hour. In his present job he said, he makes \$60,000 a year and "that's a heck of a lot more than you'll ever make with a diploma."



ON THE CAMPUS—James R. Hoffa made an energetic speaker in defense of his mammoth Teamsters organiza-

Tribune photo
tion as University of California students in this little knot in front of Dwinelle Hall asked him what was going on.

ADMINISTRATIVE FILE

California, Univ. of

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Press Intelligence, Inc.

WASHINGTON 1. D. C.

**SAN FRANCISCO (Calif.)
CHRONICLE**

Circ.: m. 225,429
S. 276,473

Front Page Side Page Other Page

Date: MAY 20 1959

**Hoffa Visiting
Bay Area Today
—Talk at UC**

The Teamsters Union president, James Hoffa, flew into San Francisco early today for a 24-hour schedule of conferences, lectures and meetings.

He will lunch at noon with Teamster leaders from all over Northern California.

After lunch, Hoffa will go to Berkeley where he will address a student meeting at the University of California. The meeting is now open to the public.

Hoffa will speak on the role of his union in American transportation.

Present plans call for Hoffa to leave late tonight for Teamsters headquarters in Washington.

ADMINISTRATIVE FILE

California, Univ. of


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San Francisco Examiner

TRUTH, JUSTICE PUBLIC SERVICE

2 Sec. 11 MONDAY, MAY 18, 1936 COC



THE CITY
By Dick Nolan

HAND WASHING—University of California has officially notified the Teamsters that it has no part whatever in the speech of Jimmy Hoffa before the Alpha Kappa Psi fraternity there Wednesday.

California, Univ. of

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Press Intelligence, Inc.
WASHINGTON 1, D. C.

**SAN FRANCISCO
(Calif.) EXAMINER**

Circ.: m. 254,279
S. 483,661

Print Page	Sale Page	Other Page
		25

Date: MAY 15 1958

**Why Hoffa
Won't Talk at
Santa Clara**

Two University of Santa Clara student leaders yesterday explained why the sixth annual Student Lecture Series was cancelled after Teamster President James R. Hoffa had been asked to deliver one of the principal addresses.

Their explanation came after Examiner columnist Dick Mohr reported that Hoffa would speak at the University of California later this month.

The two students, Arthur Schmidt, from Studio City, and Paul Lagomarsino, from Sacramento, were co-chairmen of the annual lecture series and were charged with the responsibility of obtaining speakers and raising funds for the event.

Both said that they "ran into difficulties" obtaining funds from large business firms which in the past had made contributions to pay for the traveling expenses of the invited speakers and to meet other costs of presenting the series.

The difficulties, they added, were encountered after it was disclosed that Hoffa had tentatively accepted their invitation with the explanation that union business (Federal Court action concerning the board of managers) might hold him in Washington.

Office of the General President

To: James R. Hoffa

From: Al Weiss

ADMINISTRATIVE FILE

California University

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X Invitation

5/15/59

DATE

At your request I have prepared the attached outline for your use in speaking to the School of Business Administration, University of California on May 20th.

AlWebl

Attachment

cc: Mr. Gibbons

ROLE OF THE TEAMSTERS IN TRANSPORTATION

OUTLINE OF ADDRESS BY

JAMES R. HOFFA, PRESIDENT

INTERNATIONAL BROTHERHOOD OF TEAMSTERS

TO

SCHOOL OF BUSINESS ADMINISTRATION,

UNIVERSITY OF CALIFORNIA

BERKELEY, CALIFORNIA

MAY 20, 1959

I. The Teamsters Interest in Transportation

- A. 1) Trucking is the hard core of the Teamsters Union's jurisdiction. Trucking is involved in transportation of almost any goods or materials.
- 2) More goods are hauled by truck than any other transportation medium.
- B. Rail, water, air and highway transportation and warehousing are not isolated systems. They are segments of a single transportation system, each dovetailing into the other. And trucking is the vital link between all forms of transportation.
- C. Increasing development of mixed transporting such as piggyback, fishyback, containerization, etc. These developments present employment problems to Teamsters Union, which must be solved through collective bargaining.
- D. Therefore, Teamsters need to take an interest in total transportation picture, as do other transport unions.

II. Teamster Goals in Collective Bargaining

A. Area-wide agreements and reasons.

1) Organized strength - ability of strong local to carry weak.

2) Uniformity

B. Missing national minimum wage in trucking (today \$2.47 $\frac{1}{2}$) and common expiration dates for next round. National uniformity.

C. No national tie-up of transportation and reasons.

1) Responsibility to public and nation.

2) History: avert a general strike by IAT.

D. Use of Teamster collective bargaining strength for good of membership.

1) Fair employment through a contract spelling out mutual responsibilities.

2) Protect individual against arbitrary actions.

3) Fair wages, hours and working conditions.

4) Broadening of pension, health and welfare provision. National pension program allowing pension credits to follow member to any part of the U. S. where Teamster contracts include pension provisions.

III. Teamster-Employer Relations in the Trucking Industry

A. Concern for prosperity of industry.

- 1) Realistic appraisal of industry's ability to pay.
- 2) Understand industry's operations and its problems.
- 3) Though union is aggressive, we recognize our responsibilities to our members.
- 4) Cooperation with industry in solving its problems.
 - a. Support industry on legislation - e.g. - state ton-mile tax measures, Weeks Bill; appearances before ICC on permits, safety, etc. Weight and length restrictions.
 - b. Day to day - relief on routes, schedules, etc.
 - c. Joint industry - union activities - safety, Economics of Distribution Foundation, etc.
- 5) We don't hamper employer in operation of his company.

Earlier this month, Guy Cooper of Cooper-Jerrett, Inc., in a talk before the U. S. Chamber of Commerce said: "The leaders in the Teamsters recognize that these restrictive conditions and 'featherbeds' are harmful to the industry and not in accordance with their aims of equal pay for equal work, and moreover, that these conditions if permitted to continue would destroy the trucking industry's greatest tool of progress - flexibility."

B. Strike action taken only after all other avenues of settlement have been explored.

1. Government statistics on strikes show trucking industry far down on list.

C. Why we have to continue to organize

- 1) To protect organized membership from non-union operations.
- 2) To protect organized employers under contract from unfair competition.

D. Stabilization Function of Union in Trucking Industry.

- 1) Uniform agreements over large areas-
 - a. Equalize competition
 - b. Protect fair employer
 - c. Eliminate run away shops
 - d. Eliminate differentials in wages
 - e. Equal pay for equal work. Examples: equalized pay in Midwest local cartage (over \$1 per hour difference in wages).
- 2) Uniform agreement places union on equal terms with large national concerns.
- 3) Uniform agreement unifies local unions for mutual aid and assistance.

IV. Teamster Policies Towards Technological Advances

A. Basic policy - Union cannot and will not stop progress.

B. Role of Teamsters Leadership

- 1. Work out peaceful and realistic methods of handling innovations in industry.**
- 2. Synchronize adjustments so as to minimize impact on members.**
- 3. Piggyback - Settlement worked out in Central States.**
 - a. Protect basic work forces.**
 - b. Severance pay.**
 - c. Preferential rehiring rights.**

V. **Transportation Unity**

A. **Origin - Organisation of Southern Trucking Industry.**

1. Give support of other transport unions in organising non-union trucks.
2. Organised truckers respond to this objective for self-preservation.

B. **Head for Transportation Unity**

1. Survival of Teamsters and other unions in South.
2. Speed organisation of unorganised transport workers.
3. Enhance bargaining power of affiliated unions through mutual assistance and cooperative action.
4. Discuss problems which affect stability of entire transportation field.
5. Minimise friction, disruption of service, destructive competition and "chipsawing." (Cite Bonner Maritime Committee).
6. Work out common policy on new techniques in transportation - piggyback, fishyback, containerisation.
7. St. Lawrence Seaway.
8. Promote stability in transportation industry.

C. **Long-Run Effects.**

1. Inter-union cooperation for benefit of members and industry.
2. Ultimately serve as bulwark for sound national transportation policy to achieve a more efficient and economic distribution and transportation system.

VI. Evaluation of Teamsters Collective Bargaining Role in Transportation.

A. IBT to be judged by job it does for its members.

1. Wage, hours, working conditions.
2. Teamster wages and conditions are second to none.

B. Competitive structure of trucking industry calls for standardization through a strong union. (The more than 20,000 motor carriers of property reporting to the ICC have an average of only 22 employees).

1. IBT has stabilized trucking industry.

- a. Trucking employers consider Teamsters as leading spirit in the trucking industry:

"No other single element or combination or association exerts such influence towards stability in the trucking industry." (Association of Local Truck Operators).

2. Through area agreements, IBT has stabilized wages and working conditions and eliminated or reduced wage and hour differentials over wide areas.
3. IBT only force strong enough to prevent out-throat wage competition and break-down of standards through enforcement of uniform conditions.
4. Competitive, small-business nature of the industry makes the Union as necessary to the industry as its customers and suppliers.

Beil Carry, ATA president has stated: "As to labor I need only say that our 20 years of experience in that field has produced an end result which I think is an satisfactory, or more satisfactory than the experience of any other form of transport."

INTERNATIONAL BROTHERHOOD OF

TEAMSTERS

CHAUFFEURS, WAREHOUSEMEN
AND HELPERS OF AMERICA

NEWS SERVICE

WASHINGTON, D.C. • 202-331-1111 • ST. LOUIS 3-4525

ADMINISTRATIVE FILE

California, University of

May 14, 1959

FOR IMMEDIATE RELEASE

Teamster President James R. Hoffa will speak at the School of Business Administration of the University of California in Berkeley on Wednesday, May 20. His subject will be "The Role of the Teamsters in American Transportation." The talk, sponsored by Alpha Kappa Phi professional commerce fraternity, will take place in the University's Dwindle Hall, beginning at 4 p.m.

INTERNATIONAL BROTHERHOOD OF

TEAMSTERS

CHAUFFEURS, WAREHOUSEMEN
AND HELPERS OF AMERICA

NEWS SERVICE

23 LOMBARD AVE. N. W. WASHINGTON, D. C. • JFording 3-8525

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TEAMSTERS

CHAUFFEURS, WAREHOUSEMEN
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ADMINISTRATIVE FILE

California, Univ. of.

UNIVERSITY OF CALIFORNIA

OFFICE OF THE DIRECTOR
INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

22 January 1957

Mr. Dave Beck, President
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Mr. Beck:

Because your union is concerned in the study which the Institute of Industrial Relations at Berkeley has recently published, I am enclosing a complimentary copy of "The Teamsters Union on the West Coast," by J. B. Gillingham. I hope you will find the study of interest and of value.

You may wish to know that bulk orders of this issue, or orders for the complete series, may be placed at the reduced price listed inside the front cover.

Sincerely yours,

Arthur M. Ross

Arthur M. Ross
Director

AMR:JRC
Encl.

ADMINISTRATIVE FILE
California, University of
X
X

September 20, 1956

Miss Katherine King
Gifts and Exchange Department
The General Library
University of California
Berkeley 4, California

Dear Miss King:

Your letter of September 15, 1956, addressed to
552 Denny Way, Seattle 9, Washington, has been
forwarded to me here.

This is to inform you that I am no longer the
Secretary - Treasurer of the Western Conference
of Teamsters. I would suggest that your communication
be addressed to John Sweeney at 553 John Street,
Seattle.

Very truly yours,

Robert L. Grahoe
Assistant to the
General President

RLG/alb

UNIVERSITY OF CALIFORNIA

THE GENERAL LIBRARY
BERKELEY 4, CALIFORNIA

September 15, 1956

M. Graham

International Brotherhood of Teamsters, Chauffeurs, Warehousemen
and Helpers of America. Western Conference
552 Denny Way
Seattle 9, Washington

Gentlemen:

Attn. Mr. Robert L. Graham, Secretary-Treasurer

During the last four years, the University of California library has been engaged in building up its collection of labor union publications for the use of our students, faculty members, and research workers engaged in study in this field. We have been very successful in accumulating a large collection of proceedings of conventions, constitutions, reports and journals of unions all over the world, but as yet we do not have the publication(s) of your union listed below, which we are very anxious to have. If available free of charge, we shall appreciate it very much if you can place the following address on your permanent mailing list:

Serials Department
General Library
University of California
Berkeley 4, Calif.

If your publications are available, but not on a complimentary basis, please quote price before sending. Thank you very much for your cooperation in this endeavor to have the publications of organized labor represented in our library.

Very truly yours,

Katherine King
(Miss) Katherine King
Gifts and Exchange Dept.

Proceedings: 15th, 15th through 18th if available, and all future issues.



California State Federation of Labor

A. F. L.

810 DAVID HEWES BUILDING • 995 MARKET STREET, SAN FRANCISCO (3) • SUTTER 1-2838

Office of
C. J. HAGGERTY
Executive
Secretary-Treasurer

THOMAS L. PITTS

~~XXXXXXXXXXXXXXXXXXXX~~
President
530 W. 6th St., Rm 1221
Los Angeles, Calif.

ADMINISTRATIVE FILE ✓

California, University of
X Hutchinson, John
X Federation of Labor-Calif.
X Pitts, Thomas L.
X International Confederation
of Free Trade Unions
X Maglayan Teamsters
X Hill, P. Surman Singh
X Contributions
X Foreign Labor-Malaya

Mr. Dave Beck, General President
International Brotherhood of Teamsters
25 Louisiane Ave., N.W.
Washington 1, D.C.

Dear Dave:

On return from my vacation I found my letter of August 28th, 1956, concerning the organizing of teamsters in Malaya, and in turn transmitted the information you provided to Mr. John Hutchinson, Coordinator of Labor Programs of the University of California.

I sincerely appreciate your attention on this matter, and know that whatever is possible you will attempt to do.

With best wishes, I remain

Fraternally yours,

Thomas L. Pitts
Thomas L. Pitts, President
Calif. State Federation of Labor

TLP:amw
oeiu - #30 afl-cio

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ALVIN J. GRUNN, District No. 16
Labor Temple, 9th and "B" Sts., Eureka
ROBERT GIERCKE, District No. 11
2601 Verde, Redding
Re. Rev. Mgr. MAATIN C. KEATING
Chaplain
737 East Olive Avenue, Burbank



California State Federation of Labor

A. F. L.

810 DAVID HEWES BUILDING • 995 MARKET STREET, SAN FRANCISCO (3) • SUTTER 1-2838

Office of
C. J. HAGGERTY
Executive
Secretary-Treasurer

THOMAS L. PITTS

President

XXXXXXXXXXXXXXXXXXXX

530 W. 6th Street
Los Angeles, California

August 29, 1956

ADMINISTRATIVE FILE

California Union of
X
X

Mr. Dava Beck, General President
International Brotherhood of Teamsters
25 Louisiane Avenue, N. W.
Washington 1, D. C.

Dear Mr. Beck:

Your letter of August 28, 1956 addressed to Mr.
Pitts has been received.

Please be advised that Mr. Pitts is on vacation
and will not return to the office until Septem-
ber 7th, at which time your communication will
be brought to his attention.

Very truly yours

Vern Richard

Vern Richard
Secretary to Mr. Pitts

VER
OEIU-3-AFL-CIO

VICE PRESIDENTS

MAX J. OSLO, District No. 1
227 "E" Street, San Diego (1)
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324 East 4th Street, Long Beach (12)
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727 W. 7th St., Room 451, Los Angeles
HARVEY LUNDSCHEIN, District No. 4
784 E. Valencia Street, Los Angeles (17)
RALPH E. BRONSON, District No. 5
2121 West 8th Street, Los Angeles (3)
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1133 Third Avenue, Los Angeles (19)
JOHN T. GARDNER, District No. 7
846 South Union Ave., Los Angeles (17)

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1439 Sunset Avenue, San Francisco
WILLIAM E. DWAN, District No. 10
25 East Ortega Street, Santa Barbara
PAUL L. REEVE, District No. 11
1901 Levee Ave., Panama
C. A. GREEN, District No. 12
P. D. Box 1299, New Mexico
THOMAS A. SMALL, District No. 13
110 So. B Street, San Mateo

ARTHUR P. DOUGHERTY
District No. 14
1421 1/2 Market Street, San Francisco (1)
JACK GOLDBERG, District No. 15
344 Golden Gate Avenue, San Francisco
HARRY LUNDENBERG, District No. 16
650 Harrison Street, San Francisco (5)
VICTOR E. SWANSON, District No. 17
474 Valencia Street, San Francisco (1)
ROBERT E. ANN, District No. 18
2515 Valdez Street, Oakland (12)
PAUL L. JONES, District No. 19
2111 Valdez Street, Oakland (12)

HOWARD REED, District No. 20
729 Castro Street, Martinez
LOWELL NELSON, District No. 21
314 Virginia Street, Vallejo
HARRY FINE, District No. 22
2525 Sonoma Blvd., Sausalito
ALVIN J. GRUNN, District No. 23
Labor Temple, 9th and "E" Sts., Berkeley
ROBERT O'NEAL, District No. 24
2801 Verde, Redding
SA. Rev. Mgr. MARTIN C. GRAYSON
Chairman
717 East Olive Street, Burbank

✓ ADMINISTRATIVE FILE ✓

California, Univ. of
X Hutchinson, John
X Federation of Labor, Calif.
X Pitts, Thomas L.
X International Confederation
of Free Trade Unions
X Malayan Teamsters
X Hill, P. Aurnam Singh
X Contributions
X Foreign Labor-Malaya

August 28, 1956

Mr. Thomas L. Pitts, President
California State Federation of Labor
530 West 6th
Los Angeles, California

Dear Tommy:

Under date of May 31 you sent Einer Mohn a letter addressed to you by John Hutchinson, Coordinator of Labor Programs of the University of California. Einer Mohn replied on June 19, stating that the matter was being referred for my attention.

Recently, while in Europe, I went over this situation with Omer Becu and the financial status outlined by Mr. Hutchinson as it pertains to the ICFTU is correct. We have given the same kind of financial assistance in Italy and are now in the process of doing the same in France that Mr. Hutchinson mentions with relation to Malaya.

There is a limit to what the International Brotherhood of Teamsters can do and, even more important, the area of supervision. Bacu and I will talk it over again when I meet him here in Washington in another month or so and it might be that out of my affiliation on the governing council of the ICFTU, some assistance might be forthcoming in line with recommendations in Mr. Hutchinson's letter.

I write this so that you may communicate with him, not to encourage him but to advise him that his letter was not pigeon-holed but has been given consideration. You might point out to him that under the machinery of the ICFTU, and the distance and interval of time between meetings, matters of this kind cannot easily be transacted without some considerable delay.

Fraternally yours,

THINGS TO DO TODAY

Mr. Beck,
Mr. Mohn wishes
to discuss this
correspondence with
you. Ann

MONDAY, JUNE 18, 1956

MAY							JUNE							JULY						
Su	Mo	Tu	We	Th	Fr	Sa	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Su	Mo	Tu	We	Th	Fr	Sa
													1	2						
6	7	8	9	10	11	12	3	4	5	6	7	8	9	1	2	3	4	5	6	7
13	14	15	16	17	18	19	10	11	12	13	14	15	16	8	9	10	11	12	13	14
20	21	22	23	24	25	26	17	18	19	20	21	22	23	15	16	17	18	19	20	21
27	28	29	30	31			24	25	26	27	28	29	30	22	23	24	25	26	27	28
														29	30	31				

170th Day

Patented

196 Days to Come

Reply - letter
Vaccines - will take
matter up with
Gen Pres.
hon

Ann

June 19, 1956

Mr. Thomas L. Pitts, President
California State Federation of Labor
846 South Union Ave., Room 7
Los Angeles 17, California.

Dear Sir and Brother:

Your letter of May 31st, forwarding a letter from John
Hutchinson, Coordinator of Labor Programs for the University
of California dated May 9, 1956, has been received. This
matter will be discussed personally with General President
Beck when he returns to Washington.

Best personal regards

Faternally,

EOM:b

Einar O. Mohn, Assistant
to the General President



California State Federation of Labor

A. F. L.

810 DAVID HEWES BUILDING - 997 MARKET STREET, SAN FRANCISCO (9) - SUITE 1-2858

Office of
C. J. MAGGERTY
Executive
Secretary-Treasurer

THOMAS L. PITTS
President
846 South Union Ave., Room 7, Los Angeles (17)

May 31, 1956

Mr. Einar O. Mohn, Tenth Vice-President
International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers
25 Louisiana Avenue, N.W.
Washington 1, D.C.

Dear Einar:

I am enclosing a letter which I received from
John Hutchinson, Coordinator of Labor Programs for the
University of California at Berkeley; same is self-
explanatory.

I am certainly not in the position here in
California to judge the merits or values that might
exist in the situation set forth in Mr. Hutchinson's
letter.

I forward same to you for the attention of the
International Brotherhood of Teamsters because I am sure
that you have more opportunity to ascertain the positions,
values and attitudes of individuals and the organization
involved.

Best wishes.

Faternally yours,

CALIFORNIA STATE FEDERATION
OF LABOR

Thos. L. Pitts
Thos. L. Pitts
President

TLP/lt
Enc1.

VICE PRESIDENTS

MAX J. OSLO, District No. 1
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717 W. 7th St., Room 411, Los Angeles
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794 S. Valencia Street, Los Angeles (17)
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25 East Orange Street, Santa Barbara
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P. O. Box 1399, Modesto
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114 So. A Street, San Mateo

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739 Centre Street, Martinez
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314 Virginia Street, Vallejo
HARRY FINES, District No. 22
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ALVIN J. CRUM, District No. 23
Labor Temple, 9th and "B" Sts., Eureka
ROBERT GIMICKS, District No. 24
1326 South Street, Redding
Re. Rev. Mgr. MARTIN C. KEATINGE
Chaplain
737 East Olive Avenue, Burbank

UNIVERSITY OF CALIFORNIA

COMMUNITY SERVICES
INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

May 9, 1956

Mr. Thomas Pitts, President
California State Federation of Labor
846 South Union Avenue
Los Angeles 17, California

Dear President Pitts:

As you requested at Monterey, I am writing to give you further details of the Malayan Teamster leader we discussed.

I received a visit some months ago from Mr. P. Gurnam Singh Gill of Malaya. Mr. Gill, who is a person of outstanding ability, was in the United States on a special grant to study the American labor movement. He is the Assistant Secretary of the Union of Transport Workers, Federation of Malaya, and also the Secretary of the Negri Sembilan Transport Workers. Negri Sembilan is a State in the Federation of Malaya.

Mr. Gill is, in other words, one of the leading teamster officials in Malaya. As I understand it, his union is a young one, having been founded after the war, and with about 8,000 members today. The total population of Malaya is about 16 million, so the union has a considerable growth potential.

The crucial point, of course, is that Malaya is one of the most vital areas of the free world today, one where the issue of free vs. communist trade unionism is a really urgent one. For upwards of eight years they have had a civil war with the communists, one which is even not yet over, particularly so far as the labor movement is concerned.

The importance of Malaya to the free world can hardly be overemphasized, if only because it is one of the world's largest producers of rubber, manganese and tin, without which it is impossible to fight much of a war. Furthermore, what happens to free government in Malaya will depend largely upon what happens to the labor movement; and what happens to the Malayan labor movement will depend largely upon what assistance it receives from the United States.

Mr. Gill's union is a case in point. Despite their thousands of members they have practically no dues structure, since so many of the members are underpaid or irregularly employed. Both Mr. Gill and the Secretary of the Union of Transport Workers are employed in ordinary jobs during the day, working on union affairs after hours. The result is that they are unable to do much in the way of servicing current members or organizing new ones. Meanwhile, the Communists are receiving plenty of outside assistance; and only in the last month there have been special pleas from Singapore for American help in combatting the Communists there.

In discussion with Mr. Gill it transpired that his entire union,

RECEIVED
MAY 11 1956

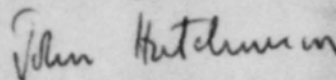
the wide differences in the cost of living, could be run for what, in American terms, is a ridiculously small amount. On a rough calculation, it appears that the union could employ a full-time secretary, an assistant secretary, some office staff, rent an office and run an organizing campaign on something like \$250 to \$350 a month.

I have discussed the question of American unions tendering direct aid to unions abroad with M. Omer Bacu, the President of the International Confederation of Free Trade Unions (ICFTU) and with many others actively involved with the international labor movement. It is clear that the ICFTU is unable to provide more than a fraction of the financial and other assistance (including materials, advice, etc.) that is needed so urgently. I am sure the ICFTU will welcome any extra assistance available. In particular, the idea of an American union "adopting", with suitable tact, a trade union in an underdeveloped area of the world seems particularly appropriate to the problem. I am sure that this is an area where the IBT could render a vital service to both the American and international labor movements and to the national interest.

Please let me know if you require any further information or help.

With best personal wishes.

Sincerely,



John Hutchinson
Coordinator of Labor Programs

JH:gc



UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

June 20, 1956

Rich Murray

ADMINISTRATIVE FILE

California University of

Mr. Dave Beck, Editor
International Teamster
International Brotherhood of Teamsters, Chauffeurs,
Warehousemen and Helpers of America
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Mr. Beck:

We appreciate very much your kindness in placing the Institute Library on your mailing list to receive complimentary copies of International Teamster in response to our request of May 25, 1956. We have received the issues for February - June 1956 and shall look forward to receiving future issues as published. They will be a valuable source of information for our library users.

Sincerely yours,

Gwendolyn Lloyd
Industrial Relations Librarian

GL:ca

Inter-Office Communication

California University of

From the Office of the General President

Date June 5, 1956

To Randall, Inc.

Att: Arch Meroy

Subject Request to be placed on
complimentary mailing list
to receive "Teamster"

The enclosed request from the Industrial Relations Librarian
at the University of California, is referred to you with the
approval of this office.

Robert L. Graham

alb
Rml

ADMINISTRATIVE FILE
California, University of

June 35, 1956

Miss Geandolya Floyd
Industrial Relations Librarian
Institute of Industrial Relations Library
University of California
214 California Hall
Berkeley 4, California

Dear Miss Floyd:

The "Report From Washington" was discontinued temporarily as of 1 March. At this particular time we cannot state just when publication will be resumed.

Very truly yours,

Robert L. Graham
Assistant to the
General President

RLG/alb

International Brotherhood of Teamsters...
100 Indiana Ave. N.W.
Washington 1, D. C.

RECEIVED
I. B. OF T.
C. W. & H. OF A.

JUN 25



**INSTITUTE OF INDUSTRIAL RELATIONS LIBRARY
UNIVERSITY OF CALIFORNIA**

214 California Hall
Berkeley 4, California

June 20, 1956

We have been on the complimentary mailing list for your publication(s) but have failed to receive the issue(s) noted below. We shall be grateful if you can supply a copy of each to complete our files and send us future issues as published. Please address material to: Industrial Relations Librarian.

If it is no longer published, we shall appreciate your notifying us and giving the volume, issue number and date of the last issue published so we may close our records.

**REPORT FROM WASHINGTON, vol. 4, no. 3, March 1956 and all
later issues published.**

Gwendolyn Lloyd
Industrial Relations Librarian

ADMINISTRATIVE FILE

California University of
Institute

March 12, 1956

C
O
P
Y

Miss Lois M. Hurwitz
Mailing List, LA Division
Industrial Relations Institute
University of California
Los Angeles 24, California

Dear Miss Hurwitz;

I am sorry to have taken so long in answering your
card of January 31, 1956.

Please continue me on your mailing list at the address
to which the card was sent. Delete the address: Union of
Electrical Workers, 734 - 15th Street, W.W., Washington 5, D.C.

Thank you very much.

Sincerely yours,

Karl H. Kipp
Assistant Economist

EMK:hcc

ADMINISTRATIVE FILE ✓

Inter-Office Communication

From the Office of the General President

California, Univ. of
* Collective Bargaining
in the Pacific Northwest
lumber industry

Date, Feb. 20, 1956

To Mr. Weiss

Subject U. of Cal. "Collective Bargaining
in the Pac. N. W. Lumber Industry"

Do you anticipate need for any additional copies of this publication?
Let me have a memo and I will then acknowledge to Mr. Aller.

✓
sent to
the library

Ann Watkins

Ann - There is very little about 1937 in this study. This
copy should be sufficient for our library.

AL

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

7 February 1956

International Brotherhood of Teamsters,
Chauffeurs, Warehousemen and Helpers of
America, AFL
100 Indiana Avenue, N. W.
Washington 1, D. C.

Dear Sir:

Because your union is concerned in the study which the Institute of Industrial Relations has just published, I am enclosing a complimentary copy of "Collective Bargaining in the Pacific Northwest Lumber Industry," by Margaret S. Glock. I hope you will find the study of interest and of value.

You may wish to know that bulk orders of this issue, or orders for the complete series, may be placed at the reduced price listed inside the front cover.

Sincerely yours,

Curtis C. Aller
Curtis C. Aller
Co-Editor

CA:JRG
Encl.

ADMINISTRATIVE FILE

California, University of

X

X

January 11, 1956

C
O
P
Y

Mr. Curtia C. Aller, Co-Editor
Institute of Industrial Relations
University of California
Berkeley 4, California

Dear Curt:

Thank you very much for your letter of January 5, in which you said you are enclosing a complimentary copy of Nonfactory Unions and Labor Relations by Van Dusen Kennedy. However, there was no enclosure in the envelope. I wonder if you would be good enough to send it to me, as I am sure the study will be of value.

I want to congratulate you on the happy event, and I hope you will call on me if you should visit Washington.

Cordially yours,

Abraham Weiss
Economist

AlW:el

UNIVERSITY OF CALIFORNIA

INSTITUTE OF INDUSTRIAL RELATIONS
BERKELEY 4, CALIFORNIA

January 5, 1956

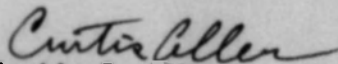
Mr. Abraham Weiss, Research Director
International Brotherhood of Teamsters
25 Louisiana Avenue, N.W.
Washington 1, D. C.

Dear Al,

Because you are concerned in the study which the Institute of Industrial Relations at Berkeley has just published, I am enclosing a complimentary copy of Monofactory Unionism and Labor Relations by Van Dusen Kennedy. I hope you will find the study of interest and of value.

You may wish to know that bulk orders of this issue, or orders for the complete series, may be placed at the reduced price listed inside the front cover.

Sincerely yours,



Curtis C. Aller
Co-Editor

CCA/ry
Enc.

Gile

UNIVERSITY OF CALIFORNIA

ADMINISTRATIVE FILE

California University
of

UNIVERSITY EXTENSION
LOS ANGELES 24, CALIFORNIA

September 17, 1954

Mr. Dave Beck, General President
International Brotherhood of Teamsters
100 Indiana Avenue, N. W.
Washington 1, D. C.

Dear Mr. Beck:

We should like to enlist the support of your organization in broadening and carrying forward a joint labor-University educational project of primary importance. This request stems from a three day Seminar in Human Relations conducted last January for the United Steelworkers of America. The Seminar was arranged at the Arrowhead Springs Hotel, San Bernardino, California, through the Institute of Industrial Relations and the Extension Division of the University of California and was subsidized by the United Steelworkers of America. It brought together labor representatives, from every level in the Steelworker organization, with social scientists and adult educators. The Seminar, while experimental, was highly successful. Many of us felt that it could have been even better if, in addition to the groups represented, the Seminar had included delegates from industry. This year, therefore, we propose to conduct the Seminar again and to broaden its base to include responsible representatives from all these groups. Since the cost of the Seminar this year will not be carried by the Steelworkers alone, it is our intention to attempt to underwrite the meetings through the cooperative sponsorship and participation of an equal number of major labor and industrial organizations.

We hope you will agree that the problems of human relationship in the effective articulation of industry, labor, education and the social sciences is a primary problem in the affairs of our country. It is tremendously desirable that an adequate cross section of responsible labor representatives be involved in the conversations of this Seminar. We hope we can interest you as an individual in participating and we hope that it may be seen as a valid interest of your organization to consider a request to help underwrite this undertaking, at least to the extent of subsidizing the cost of attendance by an interested representative team from your organization comprising a proportionate number of the total delegates.

Attached you will find the program and the proceedings or major speeches that grew out of last year's seminar. They will serve to give some idea as to what we have in mind. We would highly value your thinking during this planning period and, of course, are ready to furnish any information you care to have through further correspondence or would be happy to confer with any representative you name in the local area if you see merit in the proposal and have any interest in further exploration.

Very truly yours,

Charles K. Ferguson

Charles K. Ferguson
Department of Conferences
and Special Activities

DEC 8 1954
500 for file

CKF:lr